

AD-A055 103

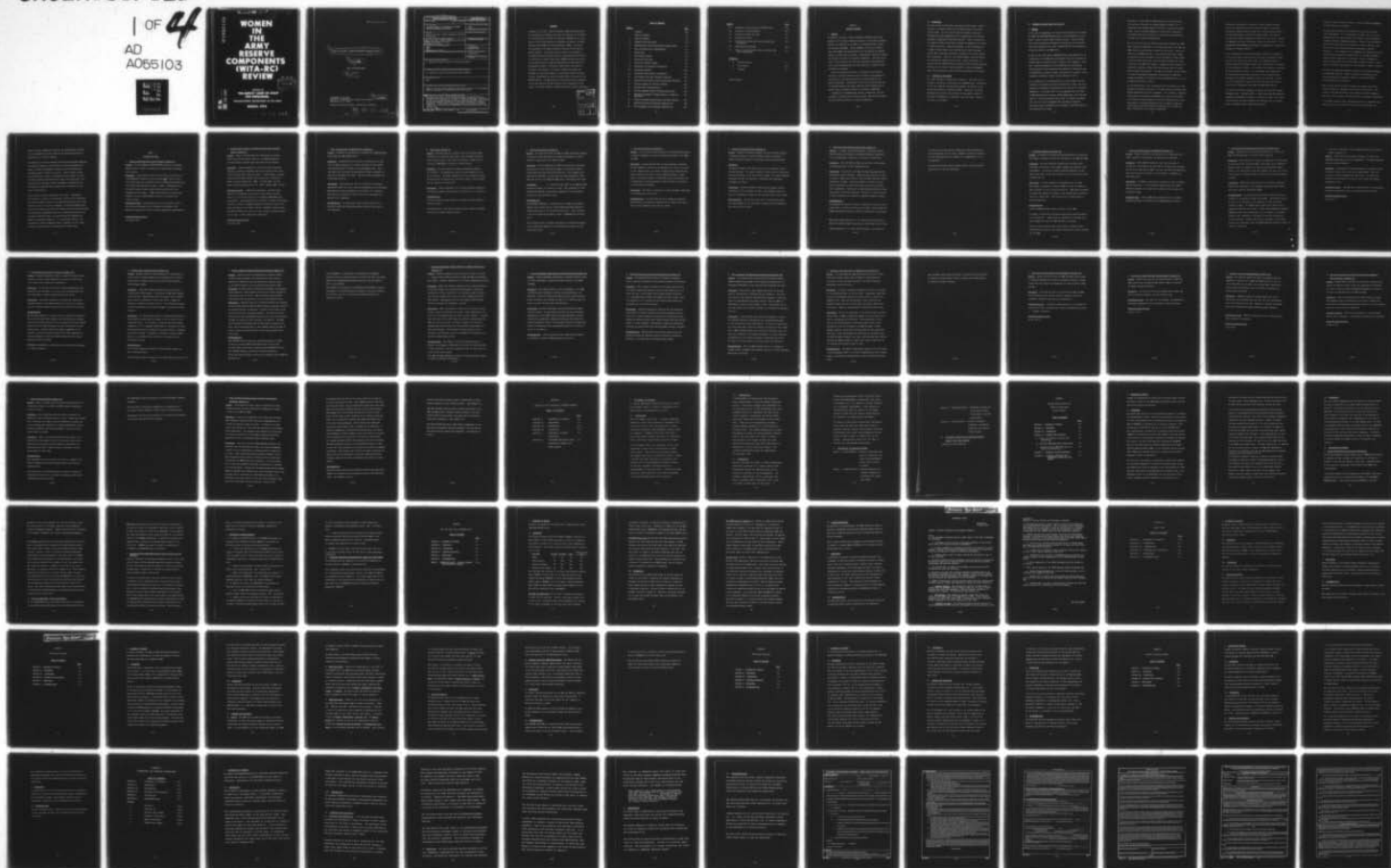
DEPUTY CHIEF OF STAFF FOR PERSONNEL (ARMY) WASHINGTON D C F/G 5/9
WOMEN IN THE ARMY - RESERVE COMPONENTS (WITA-RC) REVIEW.(U)
MAR 78

UNCLASSIFIED

NL

1 OF 4
AD
A055103

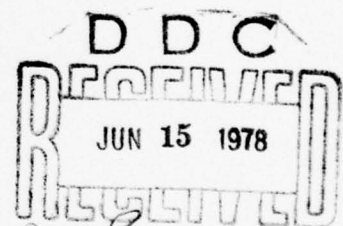
WOMEN
IN
THE
ARMY
RESERVE
COMPONENTS
(WITA-RC)
REVIEW



FOR FURTHER TRAN

AD A 055103

WOMEN IN THE ARMY RESERVE COMPONENTS (WITA-RC) REVIEW



**OFFICE OF
THE DEPUTY CHIEF OF STAFF
FOR PERSONNEL**

HEADQUARTERS, DEPARTMENT OF THE ARMY

MARCH, 1978

**AD No. _____
DDC FILE COPY**

78 06 15 048

AD _____

6

WOMEN IN THE ARMY - RESERVE COMPONENTS (WITA-RC) REVIEW.

9

FINAL REPORT.

by

WITA -RC REVIEW GROUP

12

208 p.

11

DEPARTMENT OF THE ARMY
Office of the Deputy Chief of Staff for Personnel
Washington, D.C. 20310

31 Mar 1978

Approved for public release: distribution unlimited.

78 06: 15 048
110 325

act

UNCLASSIFIED

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER	2. GOVT ACCESSION NO.	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) THE FINAL REPORT OF THE WOMEN IN THE ARMY RESERVE COMPONENTS REVIEW GROUP		5. TYPE OF REPORT & PERIOD COVERED FINAL
7. AUTHOR(s) Women in the Army - Reserve Components (WITA-RC) Review Group		6. PERFORMING ORG. REPORT NUMBER
9. PERFORMING ORGANIZATION NAME AND ADDRESS Women in the Army - Reserve Components Review Group ODCSPER, Department of the Army Washington, DC 20310		8. CONTRACT OR GRANT NUMBER(s)
11. CONTROLLING OFFICE NAME AND ADDRESS HQDA DAPE Washington, DC 20310		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office)		12. REPORT DATE 31 March 1978
		13. NUMBER OF PAGES
		15. SECURITY CLASS. (of this report) Unclassified
		15a. DECLASSIFICATION/DOWNGRADING SCHEDULE
16. DISTRIBUTION STATEMENT (of this Report) A. Approved for public release; distribution unlimited.		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report) A. Approved for public release; distribution unlimited.		
18. SUPPLEMENTARY NOTES None		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number) Women in the Army; Reserve Components; Army National Guard; U.S. Army Reserve; Programs; Management; Utilization; Officer and Enlisted		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number) The Women in the Army - Reserve Components Review was sponsored by the Deputy Assistant Secretary of the Army for Reserve Affairs and conducted by the Office of the Deputy Chief of Staff for Personnel (ODCSPER). This report reviews Army programs and policies as they apply to women in the Reserve Components. In this regard, twenty-seven areas are discussed in separate chapters with conclusions and recommendations provided concerning each when appropriate.		

DD FORM 1 JAN 73 1473

EDITION OF 1 NOV 65 IS OBSOLETE

11

UNCLASSIFIED

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

FOREWORD

The Women in the Army - Reserve Component (WITA-RC) Review Group was established in November 1977 under the direction of the Office of the Deputy Chief of Staff for Personnel (ODCSPER) as an ad hoc group to review Army policies and programs for women in the Army National Guard (ARNG) and the Army Reserve (USAR). The review was sponsored by the Deputy Assistant Secretary of the Army for Reserve Affairs. The charter for the review is at Appendix A. The WITA-RC Review Group was formed of representatives from Office of the Director, Women's Army Corps; ODCSPER directorates; Office of the Deputy Chief of Staff for Operations and Plans; Office of The Adjutant General; the National Guard Bureau; and Office of the Chief, Army Reserve. The Group's efforts were under the guidance of a Steering Committee, consisting of general officers or their representatives from the primary offices involved in the WITA-RC Review. The appreciation of the Review Group is expressed to the many agencies who participated in the preparation of the report, to include technical, administrative and clerical assistance.

ACCESSION FOR	
NTIS	White Section <input checked="" type="checkbox"/>
DDC	White Section <input type="checkbox"/>
UNANNOUNCED	<input type="checkbox"/>
JUSTIFICATION	
BY	
DISTRIBUTION/AVAILABILITY CODES	
Dist.	AVAIL. OR/OF SPECIAL
A	

TABLE OF CONTENTS

<u>CHAPTER</u>		<u>PAGE</u>
	Foreword	111
	Table of Contents	iv
1	Executive Summary	1-1
2	Coding of Unit Positions*	2-1
3	Maximum Female Content and Female Strength Goals*	3-1
4	Male and Female Mix by MOS/Specialty	4-1
5	Market Data	5-1
6	Advertising Programs	6-1
7	Recruiting Incentives	7-1
8	Recruiter Training Program	8-1
9	Contractual and Statutory Obligations	9-1
10	Enlistment Standards	10-1
11	Educational Requirements for ARNG-OCS	11-1
12	Sex Education and Rape Prevention Training	12-1
13	Orientation Training for Direct Appointment Officers*	13-1
14	Catch-up Weapons and Tactical Training	14-1
15	Two-Week Basic Training Course	15-1
16	Reserve Component Options Following Active Duty	16-1
17	Increased Assignment of Women Officers to ARNG and USAR Units	17-1
18	Career Development Opportunities for Women Officers	18-1
19	Advanced Training and Education Opportunities	19-1
20	Unit Assignment and Advancement Opportunities	20-1

<u>CHAPTER</u>		<u>PAGE</u>
21	Assignment and Utilization in MOS/Specialty	21-1
22	Attrition of Enlisted Women*	22-1
23	Attrition of Women Officers*	23-1
24	Pregnancy Policies*	24-1
25	Sole Parents and Married Service Couples with Dependents*	25-1
26	Human Relations Problems	26-1
27	Views of State Adjutants General and Major Army Reserve Commanders	27-1

APPENDICES

A	Tasking Document	A-1
B	Participants	B-1
C	Glossary	C-1

*Interim Report

CHAPTER 1

EXECUTIVE SUMMARY

I. PURPOSE

The Women in the Army - Reserve Components (WITA-RC) Review was sponsored by the Deputy Assistant Secretary of the Army for Reserve Affairs and conducted by the Office of the Deputy Chief of Staff for Personnel (ODCSPER). Within ODCSPER, the Director, Women's Army Corps (DWAC) had responsibility for coordinating the WITA-RC project, an effort which involved a comprehensive review of programs and policies for women in the Reserve Components. The basic objectives of the review were to identify significant problems/issues and to make recommendations for their resolution. Specific tasks included the following:

Review of strength objectives, recruitment and utilization policies to determine whether they are realistic and appropriate to provide for the number and quality of women needed by the Reserve Components. Additionally, review of utilization policies to determine whether they offer women the fullest opportunity to pursue viable, manageable careers in the Reserve Components.

Examination of commissioning sources, utilization, and loss patterns to determine how to obtain, manage, and retain the number of women officers needed by the Reserve Components.

II. METHODOLOGY

The plan for the review effort consisted of three phases. Phase I involved a literature search and the identification of potential problem areas. An ad hoc review group was formed, tasks were determined and the responsibility for accomplishing each task was assigned to appropriate functional agencies. Phase I closed with the group's review of plans which outlined the approach to be taken to resolve each task. During this period, it was recognized that a number of tasks would not be resolved by the time the formal project would terminate; therefore, procedures for interim reports were established. Phase II, the research effort, entailed writing and staffing the reports for each task. During this phase, the group briefed the WITA-RC Steering Committee and the Deputy Assistant Secretary of the Army for Reserve Affairs on plans and progress. Phase III was devoted to final staffing and assembly of the report.

III. CONTENTS OF THE REPORT

The report consists of twenty-seven chapters -- each with its own objective, discussion, conclusions, and recommendations. Consistency in the basic approach was maintained through the guidance of the Review Group Chairman, representing DWAC. Generally, the report addresses Army policies and practices as they apply to women in the Reserve Components on a personnel life cycle basis, from pre-accession to retirement.

IV. SYNOPSIS OF MAJOR TASKS (See Annex A)

V. SUMMARY

In the area of programming, the initial task provides for including the ARNG and USAR MTOE/TDA positions in the implementation of the Army's recently revised combat exclusion policy. This procedure will revise authorization documents by placing an interchangeable code in all positions not closed to women and will be validated by follow-up actions at the HQDA level.

As part of the study effort, ARNG/USAR-unique requirements will be incorporated in the HQDA data preprocessor which will calculate the maximum number of positions open to women in each component. However, further development of the methodology for establishing strength goals and for determining the appropriate male/female mix in TOE/TDA units, primarily awaits consideration of physical fitness standards for MOS which should become available in FY 79.

As a consequence of the WITA-RC Review, a survey effort has been initiated to determine the market availability of women, and their interest and awareness of opportunities for service in the Reserve Components. At the same time, it is recommended that the thrust of USAR advertising be directed toward emphasizing, and attracting women to, the non-traditional skill areas. To enhance and support this aim, it is also recommended that the Reserve Component Recruiting Course incorporate more information concerning women in non-traditional job areas.

Procedures to inform ARNG and USAR members of their contractual and statutory obligations are judged adequate; however, it is recommended that command emphasis continue to be applied at every level. Action is already underway to revise and/or consolidate associated forms and certificates to clarify their applicability to women and to enhance understanding.

The key to the question of different and higher standards for ARNG women applying for ARNG-OCS, or for women enlisting in the ARNG and USAR revolves around meeting the needs of the service. During the course of the WITA-RC Review, it was determined that some change is required to allow the USAR to enlist the number of women needed to meet accession objectives, thus the mental standards for women enlisting in the USAR were lowered to Category I-IIIA (minimum 50th percentile) effective 1 March 1978; this decision may be revised based on market availability. The NGB is considering a pilot program to equalize male/female educational requirements for ARNG-OCS; pending development of the NGB position and ODCSPER decision, current standards will remain in effect.

In the training area, it is recommended that sex education and rape prevention training be provided in the home station environment when deemed appropriate by the unit commander. As a guideline, exportable lesson plans are available from TRADOC for the Reserve Components. An orientation training program for officers commissioned by direct appointment is considered appropriate for the ARNG and USAR and various options for presenting and developing such a program are under consideration by the Reserve Components.

Information concerning the variations in past training programs for men and women and which still pertain in BT(2), the special abbreviated program offered to women with civilian acquired skills, is being distributed to the field by NGB and OCAR. The letters concerned also advise commanders to assess the need for unit training to compensate for these differences in basic soldier skills. It is recommended that NGB/OCAR and commanders at appropriate levels track progress of "catchup training."

It is recommended that the BT(2) program be modified to upgrade it in the area of basic soldier skills, and that the program be phased out not later than end 1st Qtr, FY 81. The suggested phase out timing recognizes the USAR's present heavy reliance upon the program in its recruitment of women. In connection with separation processing at Army transfer activities, it is recommended that requirements for orienting male and female personnel, both obligated and non-obligated, about Reserve Component service be clarified. Actions are also recommended to ensure that women, officers and enlisted, receive early information about ARNG and USAR opportunities.

For officer procurement programs, it appears that available commissioning sources -- primarily ROTC -- should meet anticipated Reserve Component requirements for women line officers by 1980. Once female strength goals have been validated, any shortfalls can be accommodated by expanding other commissioning sources.

Within the combat constraint applied to women, personnel management policies are seen as equitable.

No inequitable practices were identified in the area of officer career development. It is anticipated that OPMS, once it is fully implemented for the ARNG and USAR, will enhance career development through professional management guidance. However, the individual's own desire to participate in the process is seen as the key. This view is also taken concerning advanced training for enlisted personnel. It is recommended that assignment and promotion practices be monitored at appropriate command levels by the ARNG and USAR to assure equitable application of policies. Action is underway to review attrition data for enlisted women and women officers. Subsequently, alternative approaches will be developed to reduce attrition.

Army policies regarding pregnancy generally are considered adequate for ARNG/USAR personnel. RCPAC is presently developing and coordinating appropriate regulatory changes to provide additional policy guidance where indicated.

Army policies and procedures concerning sole parents and married service couples with dependents are presently under review. The concern in the ARNG and USAR is that personnel in these categories may not be able to comply with mobilization or deployment instructions.

In the human relations area, problems generally are considered "time sensitive" and will be corrected when service men and women are

equally trained, adequately supervised and appropriately utilized. It is recommended that human relations and awareness education be provided at all levels of command.

The opinions of the State Adjutants General and major USAR commanders are generally supportive and favorable concerning expanded use of women, but identify management concerns in fully integrating an increasing number of women in the force. These concerns include the concentration of women in traditional career fields; the need to remedy training deficiencies which result from variances in the training of men and women; whether dependents of members who are sole parents or married service couples will be cared for in the event of mobilization.

As an overview, several conclusions can be made. Considerable work remains to be done in establishing a firm base for determining the objective female content of the Army National Guard and the Army Reserve, as well as the active component. Continuing emphasis must be given to resolving this and other issues which have been identified. The initiatives recommended under this review provide direction for the Army's dedicated effort to refine policies and programs for women in the Reserve Components. It is essential, however, that application to Reserve Component women be addressed in any considerations of Army policies and programs which affect women.

ANNEX A

Synopses of Tasks

A. Coding of Unit Positions (Interim Report) (Chapter 2)

Problem. To review ARNG and USAR MTOE/TDA positions to determine whether they are coded in compliance with male/female/interchangeable criteria.

Discussion. Army policies provide for the coding of positions for interchangeable occupancy by men and women except those in specified combat units and in positions having an MOS/specialty/additional skill identifier specifically closed to women. Implementation of the Army's recently revised combat exclusion policy for women accommodates this coding. A HQDA change package will contain programming to place an interchangeable code in all positions not closed to women.

Continuing Actions. Change package will be distributed in April, with revised documentation to be completed by September 1978. Follow-up actions will be taken to ensure appropriate implementation.

Estimated Completion Date.

15 February 1979.

B. Maximum Female Content and Female Strength Goals (Interim Report) (Chapter 3)

Problem. Examine the methodology for calculating the maximum female enlisted and officer content of the ARNG and USAR and determine whether strength goals are objective and realistic.

Discussion. Through adaptation of the active Army's parametric approach, the Reserve Components (RC) have determined their theoretical maximum female enlisted content. While planned, a similar analysis for RC women officers has not been done. Theoretical female enlisted maximums are: *ARNG - 112,000; USAR - 147,316. Female enlisted goals for FY 82 are: ARNG - 20,000; USAR - 35,600.

Continuing Actions. A HQDA data preprocessor, currently being modified to incorporate the recently revised combat exclusion policy, will be further modified to accommodate ARNG/USAR-unique requirements. The preprocessor will calculate the number of positions available to women; the ARNG and USAR will assess the need for any other constraints on the female content. ODCSPER's long-term goal, with NGB and OCAR input, will be to set an objective female content by type unit, or other appropriate constraints.

Estimated Completion Date.

31 October 1978

C. Male and Female Mix by MOS/Specialty (Chapter 4)

Problem. Determine the appropriate male/female mix by MOS/specialty within ARNG and USAR TOE/TDA units.

Discussion. Determination of the percent of female fill by type unit, by MOS and grade was an original objective of the recently concluded Evaluation of Women in the Army (EWITA) study. This requirement was eliminated because physical fitness standards are required to determine these data. Physical fitness standards will be available in FY 79.

Conclusions. Other means will have to be used for establishing appropriate female fill until objective methodology can be developed. When physical fitness standards are established, it is expected that objective criteria for female limits can be developed and applied to all components.

Recommendations. The Army Staff should continue pursuit of an objective method for establishing female limits by type unit for all components.

D. Market Data (Chapter 5)

Problem. Determine need for a market survey to establish market availability of qualified young women, their attitudes/interests about military service, and extent of awareness of opportunities to serve in ARNG/USAR in enlisted or officer status.

Discussion. No market surveys on female enlistment propensity are available. An ongoing Navy survey is aimed primarily at the active services. The female population will be included in surveys associated with an ongoing Guard and Reserve study. Survey results will be available by winter 1978.

Conclusions. Market information on the female prospect population, with specific emphasis upon interest in RC service, is a necessity.

Recommendations.

Periodic follow-up surveys should be conducted to assess trends in female attitudes.

When appropriate to the effort concerned, women should be included in each future market research project.

E. Advertising Programs (Chapter 6)

Problem. To review and assess the ARNG and USAR advertising programs to determine their applicability to women and adequacy to attract qualified young women to the ARNG and USAR.

Discussion. Both the ARNG and the USAR are allocating a relatively high portion of their advertising budget to advertising directed toward women and toward the general audience. Both components are experiencing shortfalls in their goals for women accessions. Most women who enlist in the ARNG and USAR select traditional skill areas.

Conclusions. A relatively high share of the ARNG and USAR advertising budgets are devoted to women. Their programs are being reviewed and updated to give greater emphasis to the recruitment of women for non-traditional skills.

Recommendations.

That ODCSPER (DAPE-MPR), in coordination with OCAR, place special emphasis upon redirecting the current USAR advertising program to attract more women to the non-traditional skills. (To be included in the FY 79 advertising guidance letter to FORSCOM about 31 March 1978.)

That the NGB continue to examine and update its advertising program to give additional emphasis to the recruitment of women into non-traditional skills.

F. Recruiting Incentives (Chapter 7)

Problem. To review recruiting incentives to determine applicability to women and adequacy to attract qualified young women to the ARNG and USAR.

Discussion. Surveys indicate that the most important incentives for male members of the RC are the opportunity to learn a new skill or job; financial gain; the chance to expand career opportunities. These incentives are likely to have comparable appeal to women. Current initiatives include a reenlistment bonus test program, and a comprehensive incentives package being considered by the Office of the Secretary of Defense.

Conclusions. The issue of incentives is being thoroughly considered at the appropriate policy level.

Recommendations. The Army Staff and other appropriate agencies should insure that women are considered in all ongoing and future staff actions regarding incentives for the RC.

G. Recruiter Training Program (Chapter 8)

Problem. Examine the Reserve Component recruiter training program to determine whether it provides adequate product knowledge to enhance recruiting women for traditional and non-traditional MOS.

Discussion.

The Reserve Component (RC) Recruiting Course is conducted at Fort Benjamin Harrison. The course includes a 2-hour block of instruction devoted exclusively to the recruitment of women. All female programs/enlistment options are presented. Differences are highlighted throughout the course.

Conclusions. The RC recruiting course provides adequate product knowledge for the recruitment of women. More emphasis should be given to recruitment of women for the non-traditional career fields.

Recommendations. The RC recruiting course of instruction should give more emphasis to the recruitment of women for non-traditional jobs and roles in the Army.

H. Contractual and Statutory Obligations (Chapter 9)

Problem. To examine procedures/practices to determine whether women enlisting and serving in the ARNG and USAR are made aware of their individual, contractual, and statutory obligations.

Discussion. Both the ARNG and USAR have policies and procedures to inform personnel of their responsibilities.

Conclusions. Forms used by the ARNG and USAR adequately detail obligations of male enlistees. Forms are being modified to apply to women to comply with PL 95-79, which extended statutory service obligations to women. Continuous emphasis is needed to insure that all personnel are given an adequate orientation regarding their obligations. Forms could be simplified/consolidated to make them easier to read and understand. DD Form 4 is under revision. A verbal orientation is necessary to emphasize important aspects.

Recommendations.

The proponent for AR 135-91 should be advised to revise the orientation policy to insure that women are included. DA Form 3540 and CONUS Army-produced forms are repetitive and should be simplified.

NGB should examine NGB Form 21, the related certificate and any applicable National Guard regulations to insure women are included.

Command emphasis at all levels should continue to be applied to:

(1) insure recruiting personnel adequately inform applicants of their obligations; and (2) insure commanders inform all personnel of their responsibilities as members of the ARNG/USAR on a continuing basis.

The Army staff should continue ongoing efforts to make pertinent forms easier to read and understand.

I. Enlistment Standards (Chapter 10)

Problem. To examine the feasibility and desirability of equalizing male/female enlistment criteria for enlistment in the ARNG and USAR.

Discussion. The only difference between male and female basic enlistment criteria are in the mental category and education level requirements. To obtain an adequate eligible population to meet combat arms needs, it has been necessary to have lower qualification standards for men.

Conclusions. Current standards are appropriate for the ARNG. Some change is required to allow the USAR to enlist the number of women necessary to meet accession objectives. USAR mental standards for women were lowered to Category I-IIIA (minimum 50th percentile) effective 1 March 1978. This decision may be revised based on market availability.

Recommendations.

Current standards should remain in effect for the ARNG.

No change in educational requirement (high school diploma graduate or the equivalent -- GED) should be considered for the USAR until data on USAR loss rates for HSDG and GED are available.

Attrition rates by mental test score should be obtained before consideration is given to any further reductions in mental standards for the USAR.

J. Educational Requirements for ARNG-OCS (Chapter 11)

Problem. Examine feasibility and desirability of equalizing male/female educational requirements for applicants for ARNG-OCS.

Discussion. Women ARNG-OCS applicants must have two years of college or the equivalent; men only need to be high school graduates. For the active Army and the USAR, both male and female OCS applicants must have two years of college or the equivalent. Standards are based upon need.

Conclusions. The ARNG is experiencing shortfalls in male and female officer accessions. A trial program to equalize male and female ARNG-OCS standards at the high school graduate level is under consideration by NGB.

Recommendations. Current ARNG-OCS standards should be continued pending development of NGB position and ODCSPER policy decision.

K. Sex Education and Rape Prevention Training (Chapter 12)

Problem. Determine if sex education/rape prevention training for ARNG and USAR personnel is feasible and/or desirable.

Discussion. These subjects are covered in common basic training (BT) and one station unit training (OSUT), which apply to all components. Neither subject is included in a special abbreviated BT program (BT(2)). The task relates to RC unit personnel who have not received these subjects in Common BT, OSUT or BT(2), and to periodic refresher training.

Conclusions. ARNG units should provide this training to personnel based on the discretion of the commander, using exportable lesson plans made available through HQ, TRADOC.

Recommendations. Sex education/rape prevention instruction should continue to be provided in Common BT and OSUT. Consideration should be given to the inclusion of sex education and rape prevention training in BT(2). HQ, TRADOC should export these lesson plans to appropriate agencies upon request. Chiefs, NGB and OCAR, and Commander, FORSCOM should stress through means at their disposal the responsibility of unit commanders to determine the need for presentation of these subjects. Whenever that need is determined, units should provide this instruction using the TRADOC-approved exportable lesson plans as a guideline.

L. Orientation Training for Direct Appointment Officers (Interim
Report) (Chapter 13)

Problem. Assess need for orientation training for officers of
ARNG/USAR commissioned via direct appointment. If needed, determine
feasible training programs.

Discussion. No orientation training programs are available to male
and female officers who receive direct appointments. From 1973
to end FY 77 when the program was discontinued, RC female line
officers were authorized to attend the active Army's WAC Officer
Orientation Course.

Continuing Actions. The ARNG and the USAR indicate that orientation
training is appropriate, and are considering various options.

Estimated Completion Date.

3d Qtr, FY 78.

M. Catchup Weapons and Tactical Training (Chapter 14)

Problem. Determine appropriate means to assure that women receive necessary catchup training (weapons and tactical) to bring them to the same level as their male counterparts.

Discussion. In the past, distinctive training programs have been provided for men and women. In recent years, these programs have been superseded by common training programs such as BT.

Conclusions. Additional information concerning the differing BT programs available to RC female personnel, as well as the requirement for "catchup training," should be made available to the field.

Recommendations.

NGB and OCAR coordinate a letter/message for dispatch to respective State AG's and major USAR commands, with instructions for dissemination to the lowest possible level, explaining the various programs under which their female personnel may have trained over the past several years. Dispatch should also apprise commanders of the necessity to develop "catchup training" that would compensate for training (weapons and tactical) female personnel did not receive during their basic training.

NGB/OCAR and commanders at appropriate levels should track progress of "catchup training."

N. Two-Week Basic Training Course (Chapter 15)

Problem. Examine feasibility and desirability of continuing the two-week basic training program and corresponding unit training requirement for females enlisting under the Civilian Acquired Skills Program (CASP).

Discussion. Under CASP, women may attend either the full BT or an abbreviated (BT2) program. The majority of ARNG CASP trainees attend full BT. OCAR indicates that the earliest time the BT(2) option could be eliminated is end 1st Qtr, FY 81. TRADOC has argued for elimination of BT(2) by FY 79. Key differences between full BT and BT(2) are in the areas of weapons, tactical, and field training.

Conclusions. The BT(2) program should be eliminated based upon the wide disparity between BT(2) and common BT in the areas of basic soldiering skills. It is feasible to continue the BT(2) program temporarily if it is upgraded significantly to concentrate on basic soldiering skills such as weapons and tactical training. Temporary continuance of BT(2), if upgraded, is desirable to permit gradual phase out of the USAR's heavy reliance on the program in its recruitment of women.

Recommendations.

That the BT(2) program be modified to place primary reliance on basic soldiering skills.

That the BT(2) program be phased out not later than end 1st Qtr, FY 81.

0. Reserve Component Options Following Active Duty (Chapter 16)

Problem. Examine policies and procedures to determine whether eligible female personnel, upon leaving active duty, receive appropriate information about continuing their military career in the ARNG and USAR or in the Individual Ready Reserve (IRR).

Discussion. AR 635-10 covers orientation requirements for personnel being separated at Army transfer activities, to include information concerning service in the RC. ARNG in-service recruiters/USAR reenlistment NCOs are positioned at each of the transfer points.

Conclusions. A proposed revision of AR 635-10 provides for informing enlisted women about the ARNG and USAR during the separation process. The proposed version, by exception, includes enlisted women in the required briefing for obligated personnel. The revision focuses more precisely upon non-obligated women and men, and female officers, although the content of this briefing is not explicit. The ARNG recruiters/USAR reenlistment NCOs at Army transfer activities enhance the RC recruiting effort. More emphasis should be given to earlier contact with women officers who are being released from active duty.

Recommendations.

That NGB/OCAR provide continuing coordinated guidance for ARNG in-service recruiters/USAR reenlistment NCOs to ensure that enlisted women receive early orientation about ARNG/USAR service. That NGB/OCAR develop a coordinated in-service program to ensure that female officers receive early information about ARNG/USAR opportunities.

That ODCSPER-MP, in coordination with NGB/OCAR and MILPERCEN, continue actions to revise AR 635-10 to clarify the type of briefing required for obligated/non-obligated personnel, male and female, officer and enlisted..

That ODCSPER, in coordination with NGB/OCAR and MILPERCEN, consider development of detailed briefings and handouts covering the benefits of RC service, for use in orienting non-obligated personnel at transfer activities.

P. Increased Assignment of Women Officers to ARNG and USAR Units
(Chapter 17)

Problem. Determine measures which can/should be taken to increase the number of women officers serving in ARNG and USAR troop program units (TPU). Consider capability in the various commissioning sources.

Discussion. Women line officers constitute only a small percentage of both the overall and the female RC TPU strength. During the period FY 80 - FY 84, there will be an increasing number of women line officers produced for service in the RC, primarily from the ROTC program. Approximately 60% of those commissioned from ROTC should be available for assignment to RC TPU.

Conclusions. ROTC is projected to become one of the major sources of women junior line officers for the RC. Direct appointments continue to be the primary source of special branch officers. In school year 1978 there will be 400+ women line officers commissioned from ROTC for service in the RC. By 1980 it appears that available commissioning sources should meet anticipated RC requirements for women line officers. Once RC female strength goals have been validated, any shortfalls could be accommodated by expanded use of available commissioning sources.

Recommendations. That HQDA in concert with RCPAC continue to monitor the assignment of ROTC ADT (active duty for training) women to TPU; statistics to identify personnel as male or female must be a part of the total process.

That ARNG and USAR commanders continue to encourage eligible women to apply for OCS/direct appointment.

Q. Career Development Opportunities for Women Officers (Chapter 18)

Problem. Examine management methodology to determine whether equity in career development is assured for women officers in the ARNG and USAR.

Discussion. The primary means for career development in the ARNG and USAR include assignments, advanced training/education, and promotion. Except for limitations imposed by the combat exclusion policy for women, these avenues are open to all officers, male and female, who meet the prescribed qualifications.

Conclusions. RC career development policies provide equal opportunity for women. No inequitable practices have been identified. Implementation of RC OPMS (officer personnel management systems) provides for professional management assistance and guidance for career development; however, the individual officer's interests and efforts in enhancing his/her professional growth will continue to be key to the process.

Recommendations. Career opportunities for women officers should be included in reviews of OPMS application in the RC.

R. Advanced Training and Education Opportunities (Chapter 19)

Problem. To determine whether women in the Reserve Components receive equitable consideration for advanced training and education.

Discussion. While separate statistics for RC female participation in advanced training and education have not been maintained, it is known that only a small number have attended advanced schooling, e.g., sergeants major academy, and command and staff college. This is considered to be a function of few eligible women rather than an inequity in the selection process.

Conclusions. Available information indicates that few women have participated in advanced training and education programs; however, there is no evidence showing that disparities of opportunity exist. Ongoing and planned actions should enhance female (and male) participation in career schooling. Maintenance of application/enrollment statistics by gender would facilitate assessment of equal treatment.

Recommendations. Maximum publicity concerning opportunities for advanced training and education should be directed to qualified personnel, to include women, encouraging them to apply.

S. Unit Assignment and Advancement Opportunities (Chapter 20)

Problem. To review policies and practices to determine whether ARNG and USAR enlisted women receive equitable consideration for assignment/advancement to unit vacancies and leadership positions.

Discussion. Under policy, equal opportunity exists for men and women or justification is provided for any difference. The major difference is that women are excluded from assignment to some type units and some MOS which are combat related. Both the ARNG and USAR began to actively recruit women in 1972. The majority do not yet have enough time in service or grade to be eligible for promotion above E-5.

Conclusions. It would appear that policies are adequate to provide all personnel equitable consideration for assignment/advancement to unit vacancies for which they qualify. In the area of practices, as in the active Army, equity is a matter of concern for unit leadership. ARNG and USAR leaders face a particular challenge, given the relatively inflexible unit promotion situation, to insure equitable consideration of all eligible personnel as openings occur and as the women in the force mature in military skills and experience.

Recommendations. That the ARNG and USAR monitor, at appropriate command levels, assignment and promotion practices to assure equitable application of policies.

T. Assignment and Utilization in MOS/Specialty (Chapter 21)

Problem. To review ARNG and USAR policies and practices to determine whether women receive equal treatment for assignment and utilization in their military specialty. If needed, determine appropriate corrective action.

Discussion. In general, personnel assigned to RC units are managed on a decentralized basis at the unit level. Assignments depend upon existing or programmed vacancies in unit(s) within a limited geographical area. Women may be assigned to units, positions and specialties which are open to them under the current combat exclusion policy. Women are concentrated in traditional career fields.

Conclusions. Within the constraints of the current combat exclusion policy, women in ARNG and USAR units appear to receive equal treatment for assignment and utilization. The concentration of both officer and enlisted women in traditional career fields limits flexibility in the use of women in the ARNG and USAR. Greater emphasis should be placed upon enlisting women for non-traditional jobs open to them, encouraging the retraining and reclassification of qualified women already in the force, and branching women officers entering the ARNG and USAR in a manner that ensures opportunity in all branches and specialties open to them.

Recommendations. The ARNG and USAR should emphasize the use of women in non-traditional skills, to include recommending that more training seats be allocated for enlisted women in the non-traditional skills areas.

NGB and RCPAC should identify officers by specialty skill identifier in addition to branch/detail branch to provide wider opportunities for female (and male) training.

U. Attrition of Enlisted Women (Interim Report) (Chapter 22)

Problem. Analyze attrition rates for ARNG and USAR enlisted women to establish appropriate procedures to enhance retention. Consideration should be given to pre-Expiration of Term of Service (ETS) and ETS.

Discussion. Attrition data have been obtained for USAR and ARNG enlisted women and the various attrition categories have been reviewed to determine those which are significant.

Continuing Actions. Alternative approaches are to be developed for reducing attrition, including such actions as regulation and statute changes if required.

Estimated Completion Date.

2d Qtr, FY 79.

V. Attrition of Women Officers (Interim Report) (Chapter 23)

Problem. Analyze loss patterns for female officers of ARNG and USAR units and the Individual Ready Reserve (IRR) to establish procedures enhancing retention.

Discussion. Attrition data have been obtained from the NGB, and will be provided by RCPAC on or about 31 March 1978.

Continuing Actions. Loss data will be reviewed. As appropriate, alternative approaches will be developed to reduce attrition.

Estimated Completion Date.

4th Qtr, FY 78.

W. Pregnancy Policies (Interim Report) (Chapter 24)

Problem. To review and assess the impact of pregnancy policies applicable to members of the ARNG and USAR when they are not on active duty (AD) or active duty for training (ADT), identify any problem areas and determine means of solving or minimizing any problem areas identified.

Discussion. FORSCOM and NGB have informed RCPAC that current policies are fully satisfactory, and that only minor difficulties arise, with which they can cope. However, it has been determined that some situations may require additional policy guidance.

Continuing Actions. RCPAC is developing and will coordinate appropriate changes to regulations.

Estimated Completion Date.

1 July 1978

X. Sole Parents and Married Service Couples with Dependents

(Interim Report) (Chapter 25)

Problem. Examine present policies and procedures concerning sole parents and married service couples with dependents to determine that care of minor and adult handicapped dependents is ensured in the event of mobilization of the ARNG and USAR.

Discussion. There are indications that married military couples with dependents and sole parents may not be able to comply with mobilization or deployment instructions because of a lack of arrangements for the care of their dependents.

Continuing Actions. Policies and procedures are being reviewed. Surveys will be conducted. As necessary, policies will be modified.

Estimated Completion Date.

15 March 1979.

Y. Human Relations Problems (Chapter 26)

Problem. Assess the human relations problems associated with the integration of women in the ARNG and USAR; determine appropriate corrective action.

Discussion. Only limited data were available to determine the magnitude of human relations problem in the RC. Based upon available data, interviews, and views of major RC commanders, problems such as the following were identified: acceptance/paternalism; fraternization; pregnancy; utilization/assignment; training; housing; senior female role model.

Conclusions. Many of the problems associated with women in the military are "time sensitive" and will be corrected when service women and men are equally trained, adequately supervised, and appropriately utilized. Human relations or awareness training should assist in this regard.

Recommendations.

That appropriate action be taken at all levels of command in the Reserve Components to provide awareness training and education regarding women.

That instruction on non-fraternization as a part of customs and traditions of the service be included in appropriate Officer/NCO leadership classes and seminars.

That ARNG/USAR actively participate in policy development regarding pregnancy.

That the needs of the Reserve Components be incorporated into the subject matter addressed in human relation training program.

That women as well as men be utilized to the fullest extent possible in the skills for which they are trained.

Z. Views of State Adjutants General and Major Army Reserve
Commanders (Chapter 27)

Problem. To determine the views, ideas and experience of State Adjutants General and major Army Reserve commanders with regard to women in the ARNG and USAR.

Discussion. Letters were dispatched to all State AG's and major USAR commanders requesting their views and recommendations concerning utilization of women in the RC. A listing of the major issues being addressed in the review was provided for any comments deemed appropriate. The responses were analyzed on an individual and collective basis with a view toward extracting significant suggestions as well as determining where consensus exists.

Conclusions. State AG's and major USAR commanders generally are satisfied with the performance of women, but identify management concerns in fully integrating an increasing number of women into the force. Most favored equalizing enlistment standards, and the State Adjutants General generally indicated that the educational requirements for ARNG-OCS should be equalized. In each instance, most of those who commented considered the difference in standards to be discriminatory. Although the Civilian Acquired Skills Program (CASP) is regarded as an important and viable enlistment option, many recognize that it reinforces the concentration of women in the traditional skill areas, which in turn, may limit assignment flexibility for women within the unit structure. There is also

an expressed need for women to fill other positions and specialties which have opened to them. Most commands indicate that BT(2), the abbreviated basic training program which women may attend under CASP, does not provide adequate training in basic soldier skills. Many suggest that such training deficiencies, as well as those which are the result of past variances in the training of men and women, can be remedied by insuring that women participate fully in all unit training programs. Others believe that additional training in basic soldier skills is needed for all personnel. A number of commands are concerned about whether policy can insure that dependents of service members who are sole parents or married service couples will be cared for in the event of mobilization. The commands generally affirm that pregnancy policies are adequate, providing sufficient options to preclude adverse impact in terms of lost time, duty performance or attrition in the Reserve Component environment. Most indicate that, within the combat constraints for women, policies for assignment, utilization, advanced education/training, promotion and career development apply equally to women and men.

Recommendations.

That advertising resources and recruiting efforts place additional emphasis on enlistment and utilization of women in non-traditional roles. (See Chapters 6 and 8.)

That the Army Staff continue actions to modify BT(2) to place primary emphasis on basic soldiering skills. (See Chapter 15.)

That NGB and OCAR continue actions to assure that women in the ARNG and USAR receive necessary catchup training in the basic soldier skills to bring them to the same level of training as their male counterparts. (See Chapter 14.)

That NGB and OCAR continue to participate in Department of the Army policy development concerning pregnancy, and sole parents and married service couples with dependents. (See Chapters 24 and 25.)

CHAPTER 2

Coding of Unit Positions (INTERIM REPORT)

TABLE OF CONTENTS

	<u>PAGE</u>
SECTION I. STATEMENT OF PROBLEM	2-2
SECTION II. BACKGROUND	2-2
SECTION III. METHODOLOGY	2-3
SECTION IV. DISCUSSION	2-3
SECTION V. CONTINUING ACTIONS/ MILESTONES	2-4
SECTION VI. ESTIMATED COMPLETION DATE/ RESPONSIBLE AGENCY FOR FINAL REPORT	2-5

I. STATEMENT OF PROBLEM

To review ARNG/USAR MTOE/TDA positions to determine whether they are coded in compliance with male/female interchangeable criteria.

II. BACKGROUND

When the Women in the Army - Reserve Component (WITA-RC) review was initiated in November 1977, the policy was to code all positions in authorization documents interchangeable except those in Category I (Combat) MTOE units and those positions having an MOS, specialty or Additional Skill Identifier specifically closed to women.

On 20 December 1977, the Secretary of the Army announced a new policy on exclusion of women from combat. This new policy greatly reduced the number and types of positions closed to women. A review had been initiated to determine compliance with interchangeable position policies in reserve component documents prior to announcement of the new policy. There were 6049 positions (1974 ARNG and 4075 USAR) determined to be questionable male only positions.

III. METHODOLOGY

A reassessment of methodology was necessary after announcement of the new combat exclusion policy. Since mass changes were necessary on an Army-wide basis, it was determined that code changes required to implement the new policy could be made by addressing the entire TAADS (The Army Authorization Document System) data base. This will be accomplished through a change package scheduled for distribution by 15 April 1978. The change package will contain programing to place an interchangeable identity code in all positions not closed to women. When applied, the change package will also capture the positions that were identified as incorrectly coded by previous review. All revised documentation must be completed by 30 September 1978.

IV. DISCUSSION

Special care must be taken to avoid documenting individual positions in a manner which could arbitrarily become an administrative bar to coding the position as interchangeable. For example, commissioned officer positions that have a Secondary Skill Identifier (SSI) that is closed to women must be male only. A

finance and accounting officer position 44A00, coded interchangeable, becomes male only when a secondary SSI 11 is added to reflect infantry as a secondary requirement. This pattern of classification will be subject to stringent review at HQDA and may require justification by proponent of authorization documents.

To follow up and insure appropriate implementation, extracts from the TAADS data base of officer, warrant officer and enlisted positions in MTOE/TDA, not coded interchangeable (except those in units closed to women) will be reviewed. Appropriate action will be taken to correct any continuing deficiencies.

V. CONTINUING ACTIONS/MILESTONES

Phase 1 - 1Nov-15Nov78 - Extract from HQDA Data Base all positions not coded interchangeable except units closed to women.

Phase 2 - 15Nov-15Dec78 - Review extracts and forward comments to proponent for necessary action.

Phase 3 - 15Dec78-15Jan79 - Proponent review extract, make corrections and/or justify exceptions.

Phase 4 - 15Jan-15Feb79 - Review proponent response, coordinate findings and prepare final report.

VI ESTIMATED COMPLETION DATE/RESPONSIBLE

AGENCY FOR FINAL REPORT

15 February 1979/DAPE-PBA

CHAPTER 3

Maximum Female Content and Female Strength Goals (Interim Report)

TABLE OF CONTENTS

	<u>PAGE</u>
SECTION I. STATEMENT OF PROBLEM	3-2
SECTION II. BACKGROUND	3-2
SECTION III. METHODOLOGY	3-4
SECTION IV. FINDINGS AND DISCUSSION	3-4
A. Review and Revision of Active Army Methodology	3-4
B. Determine ARNG/USAR-Unique Requirements	3-5
C. Determine Whether ARNG/USAR Goals are Objective and Realistic	3-6
SECTION V. CONTINUING ACTIONS/MILESTONES	3-7
SECTION VI. ESTIMATED COMPLETION DATE/ RESPONSIBLE AGENCY FOR FINAL REPORT	3-8

I. STATEMENT OF PROBLEM

Examine the methodology for calculating the maximum female enlisted and officer content of the ARNG/USAR and determine whether strength goals are objective and realistic.

II. BACKGROUND

The Active Army has used a six-step parametric approach to determine the maximum female content. Basically the procedure involved taking the total authorizations from the Personnel Structure and Composition System (PERSACS) and stripping out all spaces in Category I units and spaces in closed MOS in Category II and III TOE/TDA units. Unit considerations, developed by the Training and Doctrine Command (TRADOC) and reviewed by the major Army commands, were then applied which resulted in a tape output containing the factored interchangeable spaces. The last three steps were performed by MILPERCEN, where the factored spaces were further constrained by the Women Enlisted Expansion Model (WEEM), or the equivalent officer strength model (WOSM) which applied grade ratio, rotation base and other management factors as appropriate.

Only the first three steps of the parametric approach were applied to the Reserve Components to determine the maximum number of women who theoretically could be employed if all troop program unit (TPU) positions identified as interchangeable were filled by women. The management factors of the WEEM Model were not applicable because Reserve Component personnel management is decentralized, and

assignments and promotions are largely dependent upon the structure of units within a fixed geographic area. A similar analysis of the RC women officer structure, while planned, has not been done.

Using these steps the Army Reserve identified 147,316 enlisted spaces as interchangeable and the Army National Guard identified 112,000 similar positions. Since 1972, when the Reserve Components embarked on their WAC expansion programs, a supply and demand situation generally has prevailed. The initial goals, which were set below the maximum female number, at 20,000 for the ARNG and 35,600 for the USAR, were selected for FY 82 because these numbers appeared reasonable and attainable. After approximately six years of actively recruiting women, the strength of women (officer and enlisted) as of 30 September 1977 was 12,334 in the ARNG and 21,660 in the USAR troop program units. Although, historically, the ARNG has met its recruiting goals for women, the USAR has experienced a shortfall since September 1976 and the ARNG experienced shortfalls during the first four months of FY 78.

If the Reserve Components continue to manage by allowing supply and demand to operate in filling interchangeable spaces, there is the potential that women could outnumber men in some type units. This would be more likely to occur in the USAR which consists primarily of combat support and combat service support units. However, given the present strength level and recruiting situation this does not appear likely to occur in the near term.

III. METHODOLOGY

The active Army's methodology for calculating its potential content of women, as modified by the revised combat exclusion policy of 20 Dec 77, was reviewed to determine if it was applicable to the ARNG/USAR. It was determined that the combat exclusion policy would be applied to the total force and that it was premature at this juncture to incorporate any recommendations of the recently concluded Evaluation of Women in the Army (EWITA) study. The need to incorporate additions and/or constraints unique to the ARNG/USAR was examined with a view to making the methodology compatible to the needs of both the active and reserve components. A follow-up technique methodology was developed to allow the Reserve Components to evaluate whether the numbers arrived at are objective and realistic.

IV. DISCUSSION AND FINDINGS

A. Review and Revision of Active Army Methodology

The US Army Management Systems Support Agency (USAMSSA) preprocessor, as presently written, stripped out closed units, as defined by a Category I code, and then applied to other units a maximum percentage per type unit, based upon a table derived from TRADOC unit considerations.

A previously applied step of stripping out closed MOS in open units had been deleted in the preprocessor and added to the MILPERCEN WEEM/WOSM model. This was done because MILPERCEN, as the MOS

operator for the active component, is in the best position to know the current status of closed MOS, especially those temporarily closed for management purposes. However, this step will be required for the Reserve Components due to their decentralized management.

The USAMSSA preprocessor is currently being modified for the Active Army to incorporate the 20 December 1977 combat exclusion policy which opened some Category I units and some MOS previously closed to women. Instead, a table of closed unit Standard Requirement Codes (SRC's) has been constructed. The first step is to compare the unit SRC with the SRC table; if the SRC appears on the table and is already identified as a Category I unit, the category code will remain as Category I. However, if the unit is not on the SRC table, the category code will be changed to II. Units presently identified as Category II or Category III will remain as coded. This modification will not only bring the PERSACS file in line with current policy, but will also provide the flexibility and facility for incorporating changes as units are opened or closed in the future. The current maximum percentage table is also being revised to reflect 100% interchangeability of authorized positions in open units and 0% for closed units.

B. Determine ARNG/USAR - Unique Requirements

The only ARNG/USAR-unique requirements which must be incorporated in the modifications underway are to (a) add the SRC codes for the

ARNG/USAR-unique closed units to the STC table; (b) add (retain) the ability to strip out closed MOS in open units; and (c) provide for hard copy output to be used by the ARNG/USAR. It was apparent that these requirements could be added as follow-ons to the modifications of the USAMSSA preprocessor, to provide an acceptable and compatible way to calculate the maximum female content of the total force. USAMSSA has agreed to modify its preprocessor to accommodate the ARNG/USAR-unique requirements.

C. Determine Whether ARNG/USAR Strength Goals are Objective and Realistic

The major limitation of the approach proposed is that it will calculate the number of interchangeable positions available to women, but will not provide an objective number as a basis for projecting strength goals. Neither will it provide an accession ramp to measure progress toward a desired goal.

In order to set goals both in the near term and in the out years, the ability to set a percentage factor to govern female content, either across the board or by type unit, is available for further use. It will be possible to perform sensitivity analyses, using multiple runs with varying content percentages for this purpose. Use of these outputs and a force aging model is one means whereby the ARNG/USAR could analyze various accession alternatives in light of changing market situations and to measure and/or project the desired female content in any particular year. The force aging

model is currently operational and available in the Office of the Deputy Chief of Staff for Personnel (ODCSPER), Headquarters, Department of the Army.

V. CONTINUING ACTIONS/MILESTONES

A. To complete the modifications to the USAMSSA preprocessor as discussed above, ODCSPER has tasked USAMSSA to accomplish the following actions at the projected milestone dates:

1. Complete the modification of the USAMSSA preprocessor to change the category codes of authorization documents for the total force to conform with the combat exclusion policy and to strip out closed MOS in open units. Estimated completion date (ECD): 30 June 1978.

2. Modify the preprocessor to provide similar information for officer and enlisted personnel. ECD: 31 July 1978.

- e. Modify the preprocessor to provide hard copy reports in a format prescribed by ARNG/USAR. ECD: 30 September 1978 (highly dependent upon number and format of reports required).

B. To complete the review, the ARNG/USAR will accomplish the following action at the projected milestone dates:

1. Have the ARNG/USAR specify the required reports and the desired formats needed for management purposes. ECD: 30 May 1978.

2. Analyze the current distribution of women now assigned to the Reserve Components in terms of percent content by type units, in order to determine present female content and to assess the need

for other constraints on the assignment of women beyond that imposed by designating interchangeable spaces. ECD: 31 October 1978.

3. Conduct ongoing sensitivity analysis of the female content market availability and other variables affecting women in the Reserve Components which exist at the time. Continuous effort, to commence upon completion of the above steps.

C. ODCSPER's long-term goal, with NGB and OCAR input, will be to set an objective female content by type unit, or other appropriate constraints.

VI. ESTIMATED COMPLETION DATE/RESPONSIBLE AGENCY FOR FINAL REPORT

The estimated date for completion of the above and submission of the final report by ODCSPER is 30 November 1978.

(The responsible agency for monitoring and evaluating the methodology for calculating the maximum female content in the ARNG and USAR is the appropriate Reserve Component. The overall supervision of the methodology of calculation and the distribution of women within the Army total force is ODCSPER Directorate of Military Personnel Management (DAPE-MP)).

CHAPTER 4

Male and Female Mix by MOS/Specialty

TABLE OF CONTENTS

	<u>PAGE</u>
SECTION I. STATEMENT OF PROBLEM	4-2
SECTION II. BACKGROUND	4-2
SECTION III. METHODOLOGY	4-3
SECTION IV. FINDINGS/DISCUSSION	4-5
SECTION V. CONCLUSIONS	4-5
SECTION VI. RECOMMENDATIONS	4-5
ANNEX A: INFORMATION PAPER: PHYSICAL STRENGTH AND PERFORMANCE STANDARDS	4-A-1

I. STATEMENT OF PROBLEM

Determine the appropriate male/female mix by MOS/specialty within ARNG/USAR TOE/TDA units.

II. BACKGROUND

The US Army Training and Doctrine Command (TRADOC) conducted the Women Content in Units Study during Dec 74 - Apr 75 to establish percentages of female fill in units by area of unit employment on the battlefield. This study placed the following limits on female fill in units:

<u>Type Unit</u>	<u>Brigade</u>	<u>Division</u>	<u>Corps</u>	<u>Communications Zone</u>
Combat	0%	0%	0%	0%
Combat Support	0%	10%	15%	25%
Logistical Support	0%	10%	20%	35%
Administrative Support	0%	10%	30%	45%

This data was then reflected in the Army's Authorization Documents System (TAADS) by field units, in the Personnel Structure and Composition System (PERSACS) by the US Army Management System Support Agency (USAMSSA), and in the Women's Enlisted Expansion Model (WEEM) and Women Officer Strength Model (WOSM) by the US Army Military Personnel Center (MILPERCEN).

The WEEM and WOSM models were utilized to determine percentages of female fill by type unit. However, percentage of female fill by type of unit, by MOS and grade, were determined to be required for the proper management of the total force with increasing

percentages of females. No data was available to establish such limits, other than by unit. Therefore, in August 1977 the US Army Administration Center (ADMINCEN), Fort Benjamin Harrison, IN, was tasked to conduct an Evaluation of Women in the Army (EWITA) study.

The EWITA Study Group had one full-time USAR representative participating in the study along with 22 active duty members. No NGB personnel were used in the study effort since ARNG units generally are organized under TOE's which were analyzed in the study. TDA units which are unique to the Reserve Components (RC) were not included in the EWITA Study due to lack of time and personnel to properly evaluate this area. The methodology for conducting such a task will be available in the EWITA report, but will require numerous personnel to perform the procedures.

III. METHODOLOGY

The objectives of the EWITA Study Group, as revised during the conduct of the project, eliminated the original requirement to determine the percent of female fill by type unit, by MOS and grade because physical fitness standards are required in order to determine these data. Physical fitness standards will not be available until FY 79 (Annex A). Therefore, percentage of female fill by type unit by MOS and grade cannot be determined in the foreseeable future.

The EWITA Executive Summary was provided to a HQDA General Officer Steering Committee on 28 Feb 78. Subsequently, the Executive Summary was forwarded to the Army Staff for comments by 8 Mar 78 for input to the FY 80-84 Program Objective Memorandum (POM) submission. The full report, with technical data package, is expected to be received on or about 23 Mar 78. Upon receipt, the full report will be forwarded to the Army Staff for full coordination. Recommended changes to Army policy or procedures resulting from Army Staff evaluation of the EWITA report will be coordinated with major Army commanders before final implementation.

Initial plans called for application of the EWITA results to RC TOE and, where appropriate, TDA units like those active Army TOEs and TDAs covered by the EWITA study. This effort would have assisted in establishing RC female fill. However, since the objectives of the study were revised and eliminated the requirement to determine female fill by type unit by MOS and grade, other means will have to be used to assist in establishing appropriate female fill until an objective methodology can be found. When the physical fitness standards are established later in FY 79, it is expected that criteria for establishing female limits can be developed and applied to all components. In the meantime, WEEM and WOSM will continue to be utilized, as adapted to the RC and as updated by efforts described in Chapter 3, to determine female end strength programs while the Army continues to identify an interim objective method for establishing female limits.

IV. FINDINGS/DISCUSSION

As described in the methodology, the EWITA effort was unable to develop a methodology to objectively establish female limits by type unit, by MOS and grade due to lack of established physical fitness standards.

Until a better method can be developed, the procedures outlined in Chapter 3 to update WEEM and WOSM will be the basis for determining women fill in units.

V. CONCLUSIONS

A 23-member study group of specially qualified personnel from throughout the Army was formed to determine the percent of female fill by type unit, by MOS and grade. However, given currently available information, this study group was unable to develop a methodology for objectively establishing percentage of female fill by type units. One major limiting factor in the development of this methodology is the lack of gender-free physical fitness standards for the Army. These physical fitness standards are being developed by TRADOC in conjunction with the US Army Research Institute for Environmental Medicine (USARIEM) and should be available by FY 79.

VI. RECOMMENDATIONS

The Army Staff should continue pursuit of an objective method for establishing female limits by type unit for all components.

INFORMATION PAPER

DAPE-MPE-CS
15 March 1978

SUBJECT: Physical Strength and Performance Standards

FACTS:

1. The Government Accounting Office's (GAO) report in May 1976 recommended the following:

a. Development of physical and operational standards for specialties where either is a factor in effective performance.

b. Develop standards for measuring the ability of personnel to satisfy strength, stamina, and operation performance requirements for specialties where such attributes are factors in effective performance.

c. Require women to meet the same training and performance as men on the jobs assigned.

2. AR 611-201 (Enlisted Career Management Fields and Military Occupational Specialties) indicates the physical profile for each MOS for enlistment, reenlistment and retention purposes.

3. All soldiers must be capable of performing critical physical tasks associated with their MOS and units.

4. Currently, the Army has no specific physical standards based on job performance requirements for each MOS; further, it does not have a gender-free physical ability measurement test validated against job standards for initial screening and classification of new accessions.

5. TRADOC is developing a new Army Physical Fitness Training Program which separates physical fitness and associated training into three categories:

a. Baseline Program. This program will require a minimum level of fitness from all personnel without regard to MOS, age, or sex in order to maintain good health and appearance. Field testing for validation is scheduled for 1 January - 30 June 1978 at Fort Jackson, SC.

b. MOS Program. This program is based on common MOS related job tasks that will establish entry standards for an MOS. Field testing is scheduled for Summer 1978 - Fall 1978. Associated tests will eventually become a component of the Skill Qualification Test (SQT).

c. Collective Program. The collective program will be based on fitness requirements for the collective performance of tactical missions, which

DAPE-MPE-CS

SUBJECT: Physical Strength and Performance Standards

in some cases may require a higher degree of fitness than identified from individual MOS requirements. This is dictated by the operational environment and the type unit to which an individual may be assigned. This program will be validated in 1979 and is expected to be used in conjunction with unit ARTEPS (Army Test and Evaluations Programs).

6. USARIEM (United States Army Research Institute for Environmental Medicine) is developing a Physical Fitness Test Battery for screening new Army accessions for MOS classification during the AFEES (Armed Forces Examining and Entrance Stations) medical examination.

a. The test will involve muscle strength tests, to include upper and lower torso strength; muscle endurance in the upper and lower body; and, cardiorespiratory endurance.

b. A pilot test is planned to begin in January 1978 at Fort Jackson, SC, with a final report expected in July 1978.

c. USARIEM will also validate a MILPERCEN-developed screening test (based on weight-lifting requirements) at Fort Jackson during the same period.

d. Final composition of the AFEES Screening Test will be made in July 1978.

7. Other factors related to the AFEES Physical Fitness Screening Test:

a. Weight-lifting equipment for use by Air Force and Army is to be installed in all AFEES by June 1978.

b. Weights will be used by the Army initially to gather data; Air Force will use them for classification purposes based on their validated test.

c. Eventual goal is to have a single physical fitness test that each service could use for classification of new accessions.

MAJ Niles/50890

CHAPTER 5

Market Data

TABLE OF CONTENTS

	<u>PAGE</u>
SECTION I. STATEMENT OF PROBLEM	5-2
SECTION II. BACKGROUND	5-2
SECTION III. METHODOLOGY	5-2
SECTION IV. FINDINGS AND DISCUSSION	5-2
SECTION V. CONCLUSIONS	5-3
SECTION VI. RECOMMENDATIONS	5-3

I. STATEMENT OF PROBLEM

Determine need for a market survey to establish market availability of qualified young women, their attitudes/interests about military service, and extent of awareness of opportunities to serve in ARNG/USAR in enlisted or officer status.

II. BACKGROUND

All military services (and components thereof) presently are coordinating and combining market research efforts through the Joint Market Analysis and Research Committee (JMARC). This combined effort recognizes that there is only one market place in which all services must compete for manpower.

III. METHODOLOGY

A review was conducted to determine the availability of market surveys targeted at the female prospect population.

IV. FINDINGS/DISCUSSION

No market surveys on female enlistment propensity are available; however, the Navy currently is serving as the Department of Defense agent for a survey of non-prior service (NPS) female attitudes toward enlistment for military service. The JMARC Guard and Reserve Subcommittee examined the Navy survey instrument and determined that the project is aimed primarily at the active services. While the results might be of interest and peripheral value to the Reserve Components, the Subcommittee determined that there was a need for further attitudinal data with specific emphasis

upon the unique features of Reserve Component service as well as interest in nontraditional skills. A recommendation to this effect was presented to and accepted by the JMARC on 8 March 1978, recognizing the JMARC Guard and Reserve Subcommittee as the appropriate sponsor for such a survey. This survey concerning women will be included in ensuing waves of surveys associated with an ongoing Guard and Reserve study, "A Study of Issues Related to Accession and Retention of Enlisted Personnel in the Reserve Components." Preparation of input for the female survey is underway. It is anticipated that the survey will be conducted by early summer 1978 and that results will be available during the 1st Qtr, FY 79.

V. CONCLUSIONS

Market information on the female prospect population, with specific emphasis upon interest in Reserve Component service, is a necessity. The female population will be included in surveys associated with an ongoing Guard and Reserve study. Survey results will be available by winter 1978.

VI. RECOMMENDATIONS

Periodic follow-up surveys should be conducted to assess trends in female attitudes.

When appropriate to the effort concerned, women should be included in each future market research project.

NOT
Preceding Page BLANK - FILMED

CHAPTER 6

Advertising Programs

TABLE OF CONTENTS

	<u>PAGE</u>
SECTION I. STATEMENT OF PROBLEM	6-2
SECTION II. BACKGROUND	6-2
SECTION III. METHODOLOGY	6-3
SECTION IV. FINDINGS AND DISCUSSION	6-3
SECTION V. CONCLUSIONS	6-6
SECTION VI. RECOMMENDATIONS	6-6

I. STATEMENT OF PROBLEM

To review and assess the ARNG and USAR advertising programs to determine their applicability to women and adequacy to attract qualified young women to the ARNG and USAR.

II. BACKGROUND

Advertising plays a significant role in attracting men and women into the Army -- the active Army, the Army National Guard (ARNG), and the Army Reserve (USAR). Each component has a separate advertising account with an annual expenditure of several million dollars.

Within the Directorate of Military Personnel Management, Office of the Deputy Chief of Staff for Personnel, the Recruitment and Reenlistment Division (DAPE-MPR) develops policy for the active Army advertising program. In coordination with the Office, Chief Army Reserve (OCAR), the Division is also responsible for providing policy guidance for the USAR advertising program. A policy letter to guide the USAR program will be prepared annually and forwarded to U.S. Army Forces Command (FORSCOM), the agency responsible for the operational aspects of USAR advertising. The National Guard Bureau (NGB) guides its own advertising programs. Each Army component works closely with a professional advertising agency which prepares and conducts the advertising campaign.

In recent years, the professional roles of women in American society have undergone significant changes. Job opportunities for women have expanded both quantitatively and qualitatively. These changes have affected the Army as much as, if not more than, the civilian sector. One of the key questions which must be considered in assessing advertising programs is whether current policies have kept up with the changes in women's professional roles. There are indications that the active Army will be increasing its advertising efforts to attract more non-prior service (NPS) women to the non-traditional skill areas.

III. METHODOLOGY

Current advertising policies for the active Army, the ARNG, and the USAR have been reviewed. Detailed information was obtained concerning the dollar amount of the advertising specifically directed toward NPS women in relation to the total NPS budget of either Reserve Component. The programs were also assessed to determine if they are aimed at the type of women desired by the ARNG and USAR -- i.e., NPS women, between ages 17 and 26, with a high school education.

IV. FINDINGS AND DISCUSSION

A. General. The ARNG and the USAR are allocating a relatively high portion of their advertising budgets to advertising directed toward women and toward the general audience, that is, men and women. As a percentage of its total advertising budget, the USAR

is spending a greater amount on women's advertising than any other Army component.

The major share of the advertising budget is spent for print advertising which appears in periodicals that appeal to various segments of the population.

B. ARNG Advertising. During the 15-month period, 1 July 1976 to 30 September 1977, the ARNG print advertising budget included \$98,565 on advertising directed toward women, \$320,418 on advertising directed toward men, and \$549,189 on advertising designed to appeal to a general audience. Advertising directed toward women, approximately 10% of the total print advertising budget, appeared most frequently in magazines such as Glamour, Mademoiselle, Girl Scout Leader, and Essence. Multiple picture ads feature both men and women and appear in media which appeal to various audiences.

C. USAR Advertising. Between 1 July 1976 and 30 September 1977, the USAR print advertising budget included the following: female NPS - \$228,000; male NPS - \$918,000; general audience - \$725,000. A total of 16 advertising inserts appeared in magazines with the strongest appeal to the "under age 30" female market. Such publications as Glamour, Mademoiselle, Seventeen, MS., and Women's Sports were involved, as well as two professionally oriented periodicals, Journal of Practical Nursing and Business World for Women, at the previously mentioned cost of \$228,000. Other elements

of the USAR program also were aimed specifically at women, such as advertising for the female minority woman in Essence (\$44,484) and the Direct Mail program for high school seniors, at least one-third of which was addressed to women (\$70,915).

Additionally, in the effort to reinforce the appeal to women, virtually all multiple picture ads placed in any media featured women as well as men. This is reflected in the NPS print advertising directed toward the General Audience (e.g., Readers Digest, Time), the High School Audience (Senior Scholastic, Almanac), and in many of the ads placed in publications aimed at young men. Vocational and high school counselor publications were also used in this fashion.

D. Recruiting Results.

The USAR has fallen short of its programmed goals for women accessions since 1 October 1976 and the ARNG has experienced shortfalls during the first four months of FY 78. These shortfalls have occurred despite the fact that USAR advertising for women generates more response than the program for men in relation to the amount of money expended, and that both components have devoted a relatively high share of their advertising budgets to women. Most women who enlist in the ARNG and USAR select the traditional administration and medical skill areas. This situation is particularly reinforced in the USAR by the civilian acquired skills program

which attracts more than 50% of USAR enlistees. At the present time, approximately 50% of all women assigned to ARNG and USAR units hold positions in the administrative field.

E. Comments from Major ARNG/USAR Commands. The majority of the Reserve Component commands commented about this issue; indicating that advertising could be improved to enhance women's recruitment in the non-traditional skill areas. Some believe that advertising should be more realistic, e.g., by portraying women more often in field situations. About 10% of the respondents stated that more emphasis should be given to advertising women's officer programs, or to local rather than national advertising.

V. CONCLUSIONS

The current advertising programs for the ARNG and USAR are adequately directed toward the appropriate target group of young women. A relatively high share of the total budget for each component is devoted specifically to women.

The ARNG and USAR programs are being reviewed and updated to give greater emphasis to the recruitment of women for non-traditional skills.

VI. RECOMMENDATIONS

That ODCSPER (DAPE-MPR), in coordination with OCAR, place special emphasis upon redirecting the current USAR advertising program to attract more women to the non-traditional skills. Policy guidance

to this effect will be included in the FY 79 advertising guidance letter to FORSCOM on or about 31 March 1978.

That the National Guard Bureau (NGB) continue to examine and update its advertising program to give additional emphasis to the recruitment of women into non-traditional skills.

CHAPTER 7

Recruiting Incentives

TABLE OF CONTENTS

	<u>PAGE</u>
SECTION I. STATEMENT OF PROBLEM	7-2
SECTION II. BACKGROUND	7-2
SECTION III. METHODOLOGY	7-3
SECTION IV. FINDINGS/DISCUSSION	7-3
SECTION V. CONCLUSIONS	7-4
SECTION VI. RECOMMENDATIONS	7-4

I. STATEMENT OF PROBLEM

To review recruiting incentives to determine applicability to women and adequacy to attract qualified young women to the ARNG/USAR.

II. BACKGROUND

The Army recognizes the need for incentives for the ARNG and USAR, for both men and women, especially since the draft was eliminated with the creation of the all-volunteer Army in 1973. Until recently, recruiting incentives for the Guard and Reserve were virtually non-existent. However, a reenlistment bonus test program, directed by Congress, is currently in effect for selected units during the last nine months of FY 78. If the program proves successful, it will probably be expanded in FY 79. More importantly, a comprehensive incentives package (the Reserve Revitalization Act of 1977) is currently under consideration by the Office of the Secretary of Defense (OSD). Included among the incentives in this package are: (1) an enlistment/reenlistment bonus, (2) education assistance, (3) an increase in the retirement point ceiling from 60 to 100, (4) an income tax exemption (\$1500 per year for unit members; \$750 per year for Individual Ready Reserve (IRR) members), (5) a Male Civilian Acquired Skill Program, (6) compensation of out-of-pocket expenses for civilian recruiting technicians, (7) Servicemen's Group Life Insurance (SGLI) coverage for IRR members, and (8) an employer tax incentive.

III. METHODOLOGY

Surveys to determine the need for and value of incentives have been made by a number of agencies. Most of the surveys to date have been directed exclusively toward men, but the Navy is currently conducting a survey involving several thousand non-prior service (NPS) participants to determine the impact of recruiting incentives upon both men and women. The results of this survey, aimed primarily at the active services, should be available in April 1978.

IV. FINDINGS AND DISCUSSION

The surveys conducted to date indicate that the most important incentives for male Guardsmen and Reservists are: (1) the opportunity to learn a new skill or job, (2) financial gain (enlistment/reenlistment bonuses and the salary derived from a part-time job), and (3) the chance to expand career opportunities. These incentives are likely to have comparable appeal to women, although no conclusive evidence has yet been produced to substantiate this assumption.

As of 30 September 1977, less than 20% of the enlisted women in the Reserve Components were assigned in other than the administrative, medical, supply, and audio-visual career fields. In view of the recently expanded opportunities for the assignment of women, it is reasonable to assume that incentives such as enlistment and reenlistment bonuses could be used to attract greater numbers of women as well as men into the non-traditional occupational skill areas.

In addition to the incentives package currently under consideration by OSD, the recruiting and retention of both men and women can almost certainly be improved through the enhancement of training opportunities and facilities in Guard and Reserve units in order to make training more meaningful for unit members.

V. CONCLUSIONS

There is no question that incentives can be used to enhance the recruitment and retention of women and men in the ARNG and USAR. What is needed, and what should be forthcoming from the current test program in the Reserve Components, is more comprehensive and specific information correlating the relationship of incentives to strength improvement and cost effectiveness.

In view of the current initiatives concerning incentives for Reserve Component personnel, it is apparent that this issue is being thoroughly considered at the appropriate policy level. What is especially important, in terms of future policy programs, is that the Reserve Components - as well as the active Army, and women - as well as men - be included in all such considerations.

VI. RECOMMENDATIONS

The Army Staff and other appropriate agencies should insure that women are considered in all ongoing and future staff actions regarding incentives for the Reserve Components.

CHAPTER 8

Recruiter Training Program

TABLE OF CONTENTS

	<u>PAGE</u>
SECTION I. STATEMENT OF PROBLEM	8-2
SECTION II. BACKGROUND	8-2
SECTION III. METHODOLOGY	8-2
SECTION IV. FINDINGS AND DISCUSSION	8-2
SECTION V. CONCLUSIONS	8-4
SECTION VI. RECOMMENDATIONS	8-4

I. STATEMENT OF PROBLEM

Examine the Reserve Component recruiter training program to determine whether it provides adequate product knowledge to enhance recruiting women for traditional and non-traditional MOS.

II. BACKGROUND

In July 1976, a decision was made to significantly improve the recruiting capability of the Reserve Components (RC) by expanding the Guard and Reserve full-time recruiting forces.

In order to properly train and otherwise prepare hundreds of new recruiters for their duties, an RC Recruiting Course was developed. This training program presently consists of a 3-week course of instruction at Fort Benjamin Harrison, Indiana.

III. METHODOLOGY

A female USAR officer with extensive unit recruiting experience was ordered to active duty for training (ADT) at Fort Benjamin Harrison during the period 13-17 February 1978 for the purpose of making an independent assessment of the Reserve Component Recruiting Course. Her evaluation report was analyzed and significant findings were noted. Representatives of FORSCOM and TRADOC were consulted.

IV. FINDINGS AND DISCUSSION

The cited evaluation report (Section III above) contains a comprehensive list of observations and findings concerning the RC Recruiting Course. The most significant findings are as follows:

(1) The overall quality of the instruction is excellent.

(2) A 2-hour block of instruction is devoted exclusively to the recruitment of women. During other blocks of instruction, whenever differences in the recruitment of men and women apply, such differences are emphasized and explained to the students. All female programs and enlistment options are presented during the course. Although information is presented relative to the recruitment of women for non-traditional career fields, this area needs more attention and emphasis. An excellent film produced by TRADOC, "Women in the Army" (MF 22-5980), portrays women performing new roles in today's Army and should be obtained and included in the recruiter training program.

(3) The film "Drive-On," produced for the Indiana National Guard, was shown during the course. This is an excellent film to show new enlistees what basic training is like. It portrays the male/female integrated basic training program, and fosters a feeling of pride in completing the training. The film makes no effort to avoid or minimize the rigors of basic training for female enlistees. This film, or one of comparable quality regarding basic training, should be made available to field recruiters.

(4) It has been difficult for the school to consistently obtain up-to-date copies of regulations and messages pertaining to eligibility criteria. It has been especially difficult to obtain regulations in sufficient quantity for distribution to the students to take back to their recruiting offices.

(5) Information presented during the block of instruction on advertising emphasizes how to use local advertising resources at the expense of sufficient information about the scope of national advertising.

V. CONCLUSIONS

The overall quality of the RC Recruiting Course at Fort Benjamin Harrison is excellent and provides adequate product knowledge for the recruitment of women. More emphasis should be given to recruitment of women for the non-traditional career fields.

VI. RECOMMENDATIONS

The RC recruiting course of instruction should give more emphasis to the recruitment of women for non-traditional jobs and roles in the Army.

CHAPTER 9

CONTRACTUAL AND STATUTORY OBLIGATIONS

TABLE OF CONTENTS

SECTION I	Statement of Problem	9-2
SECTION II	Background	9-2
SECTION III	Methodology	9-3
SECTION IV	Findings and Discussion	9-3
SECTION V	Conclusions	9-6
SECTION VI	Recommendations	9-7
ANNEXES		
A	DD Form 4	9-A-1
B	NGB Form 21	9-B-1
C	DA Form 3540 (USAR)	9-C-1
D	Extract of AR 135-91	9-D-1
E	ARNG Certificate	9-E-1
F	CONUSA Form (USAR)	9-F-1

I. STATEMENT OF PROBLEM

To examine procedures/practices to determine whether women/men enlisting and serving in the ARNG/USAR are made aware of individual, contractual, and statutory responsibilities.

II. BACKGROUND

The DD Form 4, Enlistment or Reenlistment Agreement (Annex A) is used by all the Armed Forces. It provides information about the specific individual contractual and statutory responsibilities which are incurred when a person agrees to enlist or reenlist.

For individuals enlisting or reenlisting in the United States Army National Guard (ARNG) or the Army Reserve (USAR), each component uses a form specifying service agreements as an annex to DD Form 4. For the ARNG, it is NGB Form 21 (Annex B), and for the USAR, DA Form 3540 (Annex C). Field recruiters have been directed to modify both DD Form 4 and DA Form 3540, using pen and ink changes to include women, in compliance with Public Law (PL 95-79) which established a 6 year military service obligation for women under age 26 who enter the service on or after 1 February 1978.

Women who enlisted in the ARNG/USAR prior to 1 February 1978 signed a DD Form 4 and a service agreement that constituted a contract to participate for the entire period of their enlistment. This contractual agreement continues to pertain to both men and women age 26 or over who enlist or reenlist.

III. METHODOLOGY

The present ARNG/USAR policies and procedures were analyzed to determine whether individual enlistees/servicemembers are given adequate information concerning their service obligations and responsibilities.

IV. FINDINGS AND DISCUSSION

A. Policies and Procedures. Both the ARNG and USAR have policies and procedures to inform enlistees of their responsibilities at the time of enlistment. The applicable forms, as described in Section II above, are initially employed by the recruiter and become a permanent record in the individual Military Personnel Record Jacket (MPRJ).

Pending revision of the DD Form 4, recruiters for all Army Components are authorized to make pen and ink changes to insure that women under 26 who enlist on or after 1 February 1978 are included in the provisions applicable to persons

incurring a six year statutory obligation for military service. The revised form should be available by the summer of 1978. In addition, the present DD Form 4 does not refer to the military service responsibilities for enlistees age 26 or over. The revision will correct this deficit.

Procedures requiring the ARNG/USAR unit commander to conduct an orientation for newly assigned personnel are outlined in AR 135-91. (Extract at Annex D). The ARNG uses state-reproduced forms (Annex E) that comply with this requirement. This orientation certificate, in addition to NGB Form 21 (Annex B), is signed by the individual at enlistment or reenlistment.

The certificate, which outlines unit performance/attendance requirements, is also reviewed and signed by the individual annually.

The USAR uses DA Form 3540 (Annex C) at enlistment/reenlistment and an Orientation Statement (Annex F) outlining unit performance and attendance criteria, which is signed upon entering a unit and annually thereafter. The Orientation Statement is reproduced at each CONUS Army, using AR 135-91 as a guide.

B. Practices. AR 135-91 provides specific guidance as to the unit commander's responsibility for the orientation of male personnel, including the requirement for signing and reviewing

the orientation certificate (ARNG) and statement (USAR).

Whereas the signed statement is required from the male member, and filed as a permanent document in the member's MPRJ, under AR 135-91 the woman enlistee is merely to be advised of her contractual agreement to participate during her entire period of enlistment, to complete initial active duty training, and of the discharge action which will follow if she fails to complete the terms of her contract.

The National Guard Bureau is satisfied that policies insure that enlistees and servicemembers are adequately informed about their military service obligations.

In 1976, OCAR requested the Army Military Personnel Center (MILPERCEN) to conduct a survey of USAR First Term Enlisted personnel. Some of the questions were designed to determine their perceptions and attitudes regarding liability. It is significant here that the survey sample was 71% female and 29% male and that the respondents as a whole were not well informed concerning the unit mission upon mobilization, that unit members were subject to mobilization, or about what was expected of them as unit members in the event of mobilization. (See Survey Results at Chapter 25, Annex B.)

More recently, in commenting about this issue, at least one-fourth of the major Reserve Component commands believed that obligations must be continuously reinforced both in the recruitment process and in the unit, particularly for non-prior service personnel. One comment is representative:

There appears to be a shortcoming in the awareness that some individuals have of their contractual and statutory obligations. . . . Procedures to ensure that all enlistees understand their obligations should be well defined, and emphasis should be placed on the fact that the enlistment contract is a legal, binding document.

V. CONCLUSIONS

The forms used by ARNG/USAR to notify male enlistees have adequately detailed their obligations and responsibilities. Forms are being modified to apply to women.

Continuous emphasis is needed to insure that all personnel are given an adequate orientation regarding their obligations and responsibilities.

The forms could be simplified and/or consolidated to make them easier to read and understand. DD Form 4 is currently under revision. The requirement for a verbal orientation (AR 135-91) is necessary to emphasize important aspects.

VI. RECOMMENDATIONS

The proponent for AR 135-91, Reserve Components Personnel and Administration Center, should be advised to revise the orientation policy to insure that women are included.

Additionally, DA Form 3540 and the CONUS Army-produced forms are repetitive and should be simplified.

NGB should examine NGB Form 21, the related certificate and any applicable National Guard Regulation(s) to insure that women are included.

Command emphasis at all levels should continue to be applied to: (1) insure recruiting personnel adequately inform applicants of their obligations; and (2) insure commanders inform all personnel of their responsibilities as members of the ARNG/USAR on a continuing basis.

The Army staff should continue ongoing efforts to make pertinent forms easier to read and understand.

ENLISTMENT OR REENLISTMENT AGREEMENT – ARMED FORCES OF THE UNITED STATES

I. IDENTIFICATION DATA

1. NAME (Last, First, Middle, Jr., Sr., etc.)		2. SSN	3. DATE OF ENL/REENL	4. GRADE												
5. HOME OF RECORD (City and State)		6. PLACE OF ENL/REENL (City and State)														
7. DATE OF BIRTH	8. SELECTIVE SERVICE NO.	9. PREVIOUS MILITARY SERVICE														
		<table border="1"> <thead> <tr> <th></th> <th>YEARS</th> <th>MONTHS</th> <th>DAYS</th> </tr> </thead> <tbody> <tr> <td>a. Total Active Military Service</td> <td></td> <td></td> <td></td> </tr> <tr> <td>b. Total Inactive Military Service</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>				YEARS	MONTHS	DAYS	a. Total Active Military Service				b. Total Inactive Military Service			
	YEARS	MONTHS	DAYS													
a. Total Active Military Service																
b. Total Inactive Military Service																

II. AGREEMENTS:

10. I am enlisting/reenlisting this _____ day of _____, 19____ in the _____
 _____ for a period of _____ years. Initial Service is to be in the pay grade of _____. I understand that each male person who becomes a member of an Armed Force before his twenty-sixth birthday incurs a statutory obligation to serve in the Armed Forces for a total of six years, unless sooner discharged, and that any part of such service that is not active duty or active duty for training shall be performed in a Reserve component.

a. For enlistment or reenlistment in a Regular component: The additional details of my obligations under this agreement, if any, are as provided in Annex _____ attached hereto.

b. For enlistment or reenlistment in a Reserve component: Upon enlistment or reenlistment in the Reserve component shown above, I am obligated—

(1) To serve at least:

(a) _____(months) (years) on (active duty) (active duty for training);

(b) _____(months) (years) satisfactorily in the Ready Reserve. While in this status, I am obligated—

(i) as a member of the National Guard, to attend at least 48 drills per year and serve on active duty for training at least 15 days per year; OR

(ii) as a member of any reserve component except the National Guard, to attend at least 48 drills per year and serve on active duty for training at least 14 days per year; or, serve on active duty for training not more than 30 days per year; unless excused therefrom by competent authority; and

(c) a period in the Standby Reserve, if required in accordance with applicable law;

OR OTHERWISE,

(2) To serve as provided in Annex _____ attached hereto.

c. Remarks: (If "none", so state)

III. BENEFITS:

11. I will receive the pay and allowances and other benefits as provided by law and regulation.

12. With regard to any other benefits, I understand that only those promises, if any, recorded herein or on Annex(es) _____ attached hereto will be honored and that any other promises not contained therein made by any person are not effective and will not be honored

IV. UNDERSTANDINGS:

13. I understand that the United States Constitution, a wide variety of statutes and regulations, and military customs govern the conduct of members of the Armed Forces and impose responsibilities and obligations upon me which I would not have if I had remained a civilian. I understand that only some of the responsibilities and obligations which I am undertaking are listed as examples in this and the next paragraph and that others may be required of me during my membership in the Armed Forces. In connection with my enlistment, I understand that:
- a. my enlistment is more than an employment agreement; that I will, upon taking the oath of enlistment, become a member of the Armed Forces of the United States, and as such, I will be:
 - (1) subject to the criminal justice system known as the Uniform Code of Military Justice which means, among other things, that I may be tried by military courts operating under special military rules;
 - (2) required to obey all lawful orders given to me by authorized persons;
 - (3) subject to separation from the service before the expiration of my term of enlistment and may, if my behavior fails to meet certain standards, be discharged during or at the end of my enlistment with a certificate reflecting less than honorable service which may be to my detriment in seeking further employment; and
 - (4) required, upon orders of competent authority, to serve in a combat zone or other dangerous or hazardous places or situations;
 - b. in time of war or national emergency, or when otherwise authorized by law, I shall be required to serve as ordered by competent authorities, notwithstanding the provisions of any Annex(es) attached hereto or any other promises made to me in connection with my enlistment (reenlistment).
 - c. statutes and regulations applicable to personnel in the Armed Forces of the United States may change without notice to me and that such changes may affect my status, compensation, or obligations as a member of the Armed Forces, the provisions of this enlistment agreement to the contrary notwithstanding; and
 - d. an enlistment in the Regular Army, Regular Navy, Regular Air Force, Regular Marine Corps, or Regular Coast Guard in effect at the beginning of a war or entered into during a war continues in effect, unless sooner terminated by the President, until six months after the termination of that war.
14. **UNDERSTANDINGS WITH RESPECT TO MILITARY SERVICE OBLIGATION AND MEMBERSHIP IN A RESERVE COMPONENT.**
Applies to males under 26 years of age who have not completed their six-year statutory military obligation and to members of the Reserve component, including the National Guard:
I further understand that:
- a. As a member of a Reserve Component of an Armed Force, whether by enlistment, reenlistment, or transfer or assignment thereto according to law, at the beginning of a period of war or national emergency declared by Congress, or if I become a member during such period, my enlistment (reenlistment) may be continued in effect until six months after the end of that period unless terminated earlier by the Secretary of my military department;
 - b. I may be required to perform a period of active duty or active duty for training other than as provided in paragraph 10 of this agreement as follows:
 - (1) As a member of the Ready Reserve, in time of national emergency declared by the President, I may be ordered to active duty (other than for training) without my consent for not more than 24 consecutive months;
 - (2) As a member of a Reserve component, in time of war or national emergency declared by the Congress, I may be required to serve on active duty (other than for training) for the duration of the war or emergency and for six months thereafter;
 - (3) As a member of the Ready Reserve, if I am not assigned to, or participating satisfactorily in, a unit of the Ready Reserve, have not fulfilled my statutory reserve obligation; and have not served on active duty for a total of 24 months; I may be ordered to active duty without my consent until my total service on active duty equals 24 months. If my enlistment or other period of military service expires before I have served the required period, it may be extended until I have completed the required active service;
 - (4) As a member of the Ready Reserve, if I have not fulfilled my statutory reserve obligation and fail in any year to satisfactorily perform the training duty required by applicable law and regulation, I may be ordered to perform additional active duty for training without my consent for not more than 45 days; and if the failure occurs during the last year of my required membership in the Ready Reserve, my enlistment may be extended until I perform that additional duty, but not for more than six months;
 - (5) If I am enlisting in a Reserve component under the provisions of a Delayed Enlistment Program, I may be ordered to active duty or active duty for training as provided in applicable service regulations if I fail to enlist in the Regular component when required, and have not been granted an additional extension by competent authority; and
 - (6) as otherwise authorized by law and regulations.
15. *If enlisting in the Navy or Marine Corps;* I understand that the senior officer present afloat in foreign waters shall send to the United States by Government or other transportation as soon as possible each enlisted member of the naval service who is serving on a naval vessel, whose term of enlistment has expired, and who desires to return to the United States. However, when the senior officer present afloat considers it essential to the public interest, he may retain such a member on active duty until the vessel returns to the United States. If retained under this section, I understand that I shall be discharged not later than 30 days after arrival in the United States; and, except in time of war, will be entitled to an increase in basic pay of 25 percent.

(Continued on Page 3)

(Continued from Page 2)

16. I hereby certify that I have read this agreement carefully; it has been fully explained to me, and I understand it and the conditions under which I am enlisting. I understand that ONLY those promises concerning assignment to duty, geographical area, training, or a particular school or special program; Government quarters; physical and other qualifications for assignment to a particular school, rating, or specialty; bonuses or other compensation; promotions; or transportation of and support to dependents contained herein or recorded on the Annex(es) attached hereto, if any, will be honored and that any other promises not contained therein made by any person are not effective and will not be honored. I further understand that my acceptance for enlistment (reenlistment) is based on the information provided by me in my application for enlistment (reenlistment) and if any of that information is knowingly false or incorrect, this agreement may be terminated by the Government, and I may be prosecuted under federal civilian or military law or subject to administrative separation proceedings and, in either instance, I may receive a less than honorable discharge which could affect my future employment opportunities.

17. NAME OF APPLICANT (Type)

18. SIGNATURE OF APPLICANT AND DATE

V. CERTIFICATION AND ACCEPTANCE BY SERVICE REPRESENTATIVE

On behalf of my service, I accept this applicant for enlistment (reenlistment) and I hereby witness his/her signature to this agreement. I further certify that I have explained that only those promises set forth herein and in the attached Annex(es), if any, will be honored and any other promises not contained therein made by any person are not effective and will not be honored.

19. NAME, GRADE, SSN AND ORGANIZATION OF SERVICE REPRESENTATIVE
(Type or Print)

20. SIGNATURE OF SERVICE REPRESENTATIVE AND DATE

VI. CONFIRMATION OF ENLISTMENT OR REENLISTMENT

21. For service in a Regular or Reserve Component of the Armed Forces except the Army National Guard or Air National Guard

I do hereby acknowledge to be voluntarily enlisting or reenlisting under the conditions prescribed by law, this _____ day of _____, 19____ in the _____ for a period of _____ years unless sooner discharged by proper authority. Initial Service is to be in the pay grade of _____.

I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God.

I acknowledge the above oath has been administered to me and that I have sworn (or affirmed) to the same.

22. SIGNATURE OF ENLISTEE (REENLISTEE)

23. The above oath, as filled in, was administered, subscribed, and duly sworn to (or affirmed) before me this _____ day of _____, 19____.

24. NAME, GRADE AND ORGANIZATION OF ENLISTING OFFICER (Type)

25. SIGNATURE OF ENLISTING OFFICER

26. For enlistment or reenlistment in the Army National Guard or Air National Guard

I do hereby acknowledge to have voluntarily enlisted (reenlisted) this _____ day of _____, 19____ in the _____ National Guard of the State of _____ and as a Reserve of the _____ with membership in the _____ National Guard of the United States for a period of _____ (years) (months) (days) under the conditions prescribed by law, unless sooner discharged by proper authority.

I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States and of the State of _____ against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the Governor of _____ and the orders of the officers appointed over me, according to law and regulations. So help me God.

I acknowledge the above oath has been administered to me and that I have sworn (or affirmed) to the same.

27. SIGNATURE OF ENLISTEE (REENLISTEE)

28. The above oath, as filled in, was administered, subscribed, and duly sworn to (or affirmed) before me this _____ day of _____, 19____.

29. NAME, GRADE, AND ORGANIZATION OF ENLISTING OFFICER (Type)

30. SIGNATURE OF ENLISTING OFFICER

ANNEX A-DD FORM 4

ENLISTMENT OR REENLISTMENT AGREEMENT - ARMY NATIONAL GUARD

PRIVACY ACT STATEMENT

1. Authority: Sections 510 and 511, Title 10, US Code, and Sections 301 and 304, Title 32, US Code.
2. Principal Purpose: Specify agreements as a part of enlistment or reenlistment in the Army National Guard.
3. Routine uses: This agreement becomes a part of the individual's military personnel records which provides promotion, reassignment, training and other personnel management actions. The agreements contained herein are the understandings between individuals and the Army National Guard.
4. Mandatory or Voluntary Disclosure and Effect on Individual not Providing Information: Disclosure is mandatory. Individual could be denied enlistment or reenlistment if not completed.

In connection with my enlistment or reenlistment, the following additional agreements are made a part thereof:

1. If I am a male high school senior, I understand that my enlistment is contingent upon satisfactory completion of high school and that my enlistment will be terminated if I fail to complete high school and do not meet non-high school graduate enlistment qualifications. I further understand that I must perform Initial Active Duty for Training (IADT) of not less than 12 weeks to commence insofar as practicable within 270 days after the date of enlistment.
2. If I am a male high school graduate, I understand that I must perform Initial Active Duty for Training (IADT) of not less than 12 weeks to commence insofar as practicable within 270 days after the date of enlistment.
3. If I am a male non-high school graduate, I will be required to perform IADT of not less than 12 weeks to commence insofar as practicable within 180 days after the date of enlistment.
4. If I have prior military service, I understand that I may be required to serve on a period of full time training duty to become qualified in the Military Occupational Specialty for which I enlisted if I am not already qualified.
5. If I am a female high school senior, I understand that I will be ineligible for continued participation in the Army National Guard and that my enlistment will be terminated unless I graduated from high school prior to the date I am required to report for IADT. I further understand that I cannot enter IADT until completion of high school. I must enter IADT within 270 days of enlistment.
6. If I am a female, I acknowledge that enlistment serves as my volunteering for basic weapons qualification and familiarization training on the same basis as my male counterparts. Additionally, during Advanced Individual Training I may be required to undergo individual weapons training as necessary to meet Military Occupational Specialty (MOS) prerequisites. As an exception, females in an active military status prior to 1 July 1975 will be required to participate in Basic Rifle Marksmanship training prior to reenlistment. I further understand that I am not enlisting for, nor will I be assigned to, a unit whose primary mission is combat or in an MOS not available for female personnel as prescribed in AR 611-201.
7. If I have no prior military service and am required to enter IADT, I understand that if I am in grade E4 or above, I will be administratively reduced to grade E3 prior to entry on IADT. My grade will be restored upon satisfactory completion of IADT unless sooner promoted.
8. If I enlist for assignment to a position requiring airborne training and I refuse to undergo or fail to complete such training for reasons within my control; or, after receiving a parachutists rating, I refuse to participate in airborne training, I will be: assigned to unit vacancy for which I can be or am qualified, or if such is not available, I will be subject to involuntary order to active duty for a period of 24 months less any period I may have previously served on active duty or active duty for training.
9. I will be responsible for keeping my commander advised of my current mailing address at which I will receive official correspondence and my home and business telephone numbers. (This information will be used for official Army National Guard use only.) If I change residence to a location too distant to permit continued participation with my unit, I will be authorized a period of not more than 60 days of excused absence from training. During this 60 day period I must locate and join another Guard or Reserve unit. If I have no remaining Reserve obligation, I may request discharge or transfer to a Reserve Control Group.
10. I certify that I have received a copy of this agreement.

DATE: (Day - Month - Year) (Date must agree with date of enlistment)

SIGNATURE OF ENLISTING OFFICER

SIGNATURE OF APPLICANT

TYPED NAME, GRADE AND SSN OF ENLISTING OFFICER

TYPED NAME, GRADE AND SSN OF APPLICANT

9-B-1

NGB FORM 21
3 SEP 76

(This form supersedes NGB Forms 21 (20 Jan 70), 21b (1 Sep 73), 21d (1 May 70) and 21f (1 Feb 73) which are obsolete and will no longer be used.)

CERTIFICATE AND ACKNOWLEDGEMENT OF SERVICE REQUIREMENTS FOR INDIVIDUALS ENLISTING OR REENLISTING IN THE UNITED STATES ARMY RESERVE

For use of this form, see AR 140-111; the proponent agency is RCPAC.

INFORMATION REQUIRED BY THE PRIVACY ACT

AUTHORITY: Title 10 USC Section 270, 10 USC 511, 10 USC 673a & Executive Order 9397, 22 November 1943.

PRINCIPAL PURPOSE: To explain obligation and participation requirements and to insure that your agreement to these conditions is a matter of record.

ROUTINE USES: Confirmation of obligation and participation requirements; occasionally as a basis for non-participation action if requirements are not met.

DISCLOSURE: Disclosure of your SSN is voluntary, however, if not provided you will not be enlisted.

APPLICABILITY

This certificate and acknowledgement of service requirements will be completed by all individuals enlisting or reenlisting in the US Army Reserve except those enlisting under the provisions of AR 601-210. Section "Delayed Entry Program" and AR 601-19 (Army Student Nurse Program).

INSTRUCTIONS TO OFFICER ADMINISTERING THE OATH OF ENLISTMENT

The officer administering the Oath of Enlistment to individuals enlisting in the United States Army Reserve is responsible to read and explain the service requirements set forth below. Following this reading and explanation and after proper signatures on this form and after having been administered the Oath of Enlistment, one copy of this signed form will be stapled to each copy of the signed DD Form 4. The applicant will be furnished a copy of the DD Form 4 with a copy of this form.

EXPLANATION TO APPLICANT

In connection with your desire to enlist in the United States Army Reserve, it is my duty and responsibility to explain the service and participation requirements applicable if you elect to accomplish this enlistment. If during the course of this explanation you have any questions or want further clarification, advise me and I will explain all matters to your satisfaction and understanding before proceeding.

Following administration of the Oath of Enlistment, you will be furnished a copy of the Enlistment Contract (DD Form 4) which you will be required to sign. An exact copy of this explanation with your signature will be attached to your DD Form 4.

You have elected to enlist in the following option: (*Individual will initial next to the checked option.*)

1. ☐ *Immediate reenlistment* requires that you commence training with your unit immediately following reenlistment and continued satisfactory participation in the Ready Reserve for a period of _____ years.
2. ☐ *Initial enlistment as a non-obligated, prior service* member requires that you commence training with your unit immediately following enlistment. You are required to maintain satisfactory participation in the Ready Reserve for a period of _____ years.
3. ☐ *Initial enlistment as a non-obligated, non-prior service* member requires that:
 - a. You will enter and satisfactorily complete an initial period of active duty for training of not less than _____ weeks as soon as training quotas are available. Training spaces are normally available within 180 days following enlistment. Additional delay may be necessary for military reasons.
 - b. If for any reason beyond your control you are unable to complete the training during the period for which you were initially ordered to active duty for training you must agree to:
 - (1) Remain on active duty for training for such additional period as is required to complete your training, or,
 - (2) Accept training in an alternate military occupational specialty if offered and remain on active duty for such additional period as is required to complete such training.
 - c. If you enlist for assignment to a position requiring airborne training and you refuse to undergo or fail to complete such training for reasons within your control or after receiving a parachutists rating you

DA FORM 3540
MAY 76

REPLACES DA FORMS 3538, 3539, 3540, DATED 1 SEP 69; 3538-R(PAS) AND 3539-R(PAS), DATED 26 SEP 75, WHICH ARE OBSOLETE. 9-C-1

refuse to participate in airborne training you will be assigned to a unit vacancy for which you are or can become qualified, or if such assignment is not available, you will be subject to separation with an appropriate discharge, which may include less than an honorable discharge.

d. You must maintain satisfactory participation in the Ready Reserve for a period of _____ years.

4. ☐ The Reserve Enlistment Program - 1963 requires that you enlist in the US Army Reserve for (a unit vacancy for a period of 6 years/a unit vacancy for a period of _____ years and the remaining _____ years to be served in the USAR Control Group (Annual Training) (strike out non-applicable statement)). You are further required:

a. To enter and satisfactorily complete an initial period of active duty for training of not less than _____ weeks as soon as training quotas are available. Training spaces are normally available within 180 days following enlistment. Additional delay may be necessary for military reasons.

b. If for any reason beyond your control you are unable to complete the training during the period for which you were initially ordered to active duty for training you must agree to:

(1) Remain on active duty for training for such additional period as is required to complete your training, or,

(2) Accept training in an alternate military occupational specialty if offered and remain on active duty for such additional period as is required to complete such training.

c. If you enlist for assignment to a position requiring airborne training and you refuse to undergo or fail to complete such training for reasons within your control or after receiving a parachutists rating you refuse to participate in airborne training you will be:

(1) Assigned to a unit vacancy for which you are or can become qualified, or if such assignment is not available, you will be subject to —

(2) Involuntary order to active duty for a period of 24 months less any period you may have previously served on active duty or active duty for training.

d. As a high school graduate you will commence training with your unit while awaiting entry on initial duty for training.

e. To perform satisfactory participation in the Ready Reserve for a period of 6 years.

SATISFACTORY PARTICIPATION

Enlistment for a period of years noted above requires that you agree to participate satisfactorily during the entire period of your enlistment in accordance with the rules and regulations now in effect or which may be hereafter placed into effect by the proper authority.

Satisfactory participation in the Ready Reserve currently is defined as follows:

1. After completing your active duty for training (if required) you will serve the remaining period of your enlistment with your assigned unit unless the option you selected provided for transfer to the individual Ready Reserve after a period of time in your unit.

2. You will be required to attend all scheduled unit training assemblies (at least 48 per year) unless you are excused by proper authority. If you accrue 5 or more unexcused absences during any continuous 365 day period you may be declared an unsatisfactory participant. A member who attends a scheduled unit training assembly must be in the prescribed uniform, present a neat soldierly appearance, and perform his duties in a satisfactory manner to receive credit for attendance. In the event you do not receive credit for attendance for any of the reasons I have explained you will be charged with an unexcused absence.

3. As a member of a unit you will be required to satisfactorily complete one period of annual active duty for training of not less than 14 days per year, exclusive of travel time unless excused therefrom by proper authority.

AD-A055 103

DEPUTY CHIEF OF STAFF FOR PERSONNEL (ARMY) WASHINGTON D C F/G 5/9
WOMEN IN THE ARMY - RESERVE COMPONENTS (WITA-RC) REVIEW.(U)
MAR 78

UNCLASSIFIED

2 OF 4
AD
A055103

NL



4. If through reasons beyond your control, you lose your unit assignment and are assigned by proper authority to the Individual Ready Reserve (IRR), you may be required to complete a period of not more than 30 days active duty for training each year.

5. If you change residence to a location too distant to permit continued participation with your unit, you will be authorized a period of not more than 60 days of excused absence from training. During this 60 day period, you must locate and join another Reserve component unit.

6. You will be responsible for keeping your commander advised of your current mailing address at which you will receive official correspondence.

7. You will be responsible for replying to and complying with all official orders and correspondence which you may receive.

If you fail to participate satisfactorily for any of the reasons I have explained or which may be placed into effect hereafter by proper authority, you may be declared an unsatisfactory participant and be separated from the service with an appropriate discharge, which may include less than an honorable discharge.

Otherwise, you may be ordered to involuntary active duty for a period of not more than 24 months, less any periods which you may have served previously on active duty or active duty for training. In the event you are ordered to involuntary active duty for failure to participate satisfactorily, you may be reduced to pay grade E-2. In the event it is necessary, your term of enlistment will be extended to permit completion of the period of active duty for which ordered.

If you are involuntarily ordered to active duty as an unsatisfactory participant and after completion of the active duty for which ordered you are again determined to be an unsatisfactory participant, you may be ordered to perform active duty for training for a period of not to exceed 45 days.

During the entire period of this enlistment while you are a member of the Ready Reserve, you may at any time be ordered to active duty involuntarily as a member of a unit or as an individual if not assigned to a unit, in the event of a war or national emergency declared by the Congress or the President of the United States or under any other conditions authorized by law in effect at the time of your enlistment or which may hereafter be enacted into law.

STATEMENT OF ACKNOWLEDGEMENT AND UNDERSTANDING OF ENLISTMENT OBLIGATIONS

I, the undersigned, having voluntarily elected to enlist in the United States Army Reserve under the provisions of AR 140-111 for _____ years, acknowledge that all of the conditions of said enlistment were read and explained to me by the officer whose signature appears below prior to being administered the Oath of Enlistment.

I have been advised of my responsibilities with respect to satisfactory participation in all aspects of said enlistment and I understand the procedures which may be applied in the event I fail to participate satisfactorily.

(Date Signed) 19 _____

(Signature)

(Social Security Number)

(Typed Name)

CERTIFICATE BY OFFICER ADMINISTERING OATH OF ENLISTMENT

I certify that prior to administering the Oath of Enlistment to the above named individual, I read and explained all of the conditions and stipulations concerning the specific program set forth above under which he requested enlistment.

Following this reading and explanation, he requested to be administered the Oath of Enlistment.

Following administration of the Oath, a copy of this statement was furnished to the above named individual.

(Date)

(Signature)

(Title)

(Typed Name and Rank)

CHAPTER 4

ABSENCES

Section I. GENERAL

4-1. Guidance. This chapter provides guidance governing absences from Ready Reserve training for enlisted and officer personnel of the ARNG and USAR. The procedures to be followed if an obligated ARNG/USAR officer fails to participate satisfactorily are outlined in paragraph 6-21. (See table 4-1, ABSENCES, which sets forth reason for absence, who may excuse, who may grant exceptions to unexcused absences, basis for approval/disapproval, and documentation required.)

4-2. Authority. a. The authority to excuse absences and authorize equivalent training rests with the unit commander or acting commander. Authority will not be delegated below the acting commander.

b. State adjutants general (for ARNG) and general officer commanders (for USAR) are authorized to grant exceptions to unexcused absences.

4-3. Equivalent training. This chapter does not change the policies governing equivalent training (NGR 350-1 and AR 140-1). When authorized by the unit commander (paras 4-5 and 4-10), equivalent training will be performed in a pay status within 60 days of the absence.

4-4. Orientation. To ensure that each member is fully aware of and understands his obligations, the prerequisite for satisfactory participation, and the actions that will result from unsatisfactory participation, the unit commander, unit personnel officer, or personnel NCO will—

a. Advise each newly assigned male enlisted member of the principle provisions of the following as they relate to his enlistment or assignment. Emphasis will be placed on the member's responsibility to keep his commander informed of an address where mail will reach him as required by chapter 3, AR 135-133, the service obligation, participation requirements, and enforcement procedures. In addition, each EM will be required to furnish the name and address of a person who will always know his address.

(1) Service obligations (chap. 2).

(2) Participation requirements (chap. 3).

(3) Excused absences from training (sec II, this chap.).

(4) Unexcused absences from training (sec III, this chap.).

(5) Relocation of residence (sec IV, this chap.).

(6) Disqualified for airborne training (sec IV, this chap.).

(7) Unit training schedule. Inform each newly assigned member as to where posted and that it is his responsibility to keep informed on the training schedule.

(8) Reassignment and removal from assignment (chap. 5).

(9) Enforcement procedures (chap. 6).

b. Secure from each EM a statement acknowledging that he has attended the orientation and that he understands the participation requirements and enforcement procedures. This one-time statement will be signed in the presence of and countersigned by the unit commander, unit personnel officer, or personnel NCO. A new statement will be obtained from each member whenever changes are made in this regulation which affect participation requirements and/or enforcement procedures. At least once annually each member will review, initial, and date his signed orientation statement.

c. Advise women enlistees of their contractual obligation. When a woman signs an enlistment agreement (DD Form 4), she has entered into a valid, legal contract with the ARNG or US Army Reserve. She is required to participate in IDT and AT for the entire period of her enlistment. NPS female enlistees must also complete IADT. Failure to do so will result in unsatisfactory participation and processing for discharge under the provisions of AR 135-178, NGR 600-200.

d. File statement in the member's MPRJ as a permanent document.

APPENDIX K

STATEMENT OF UNDERSTANDING OF RESERVE OBLIGATION AND RESPONSIBILITIES

(Unit designation)

(Date)

ARNG PARTICIPATION REQUIREMENTS

C E R T I F I C A T E

I, the undersigned, have been counseled relative to my Reserve obligation and responsibilities and I fully understand the following:

a. That if I am not excused from scheduled training periods by proper authority, that I am considered absent without leave and charged with an unexcused absence.

b. That if I am charged with five (5) unexcused absences, I will be ordered to 24 months active duty, less any periods of active duty or active duty for training previously served and subject to reduction in grade.

c. That I am responsible for informing my unit in advance of any change in my address.

d. That I am to immediately contact my unit commander or, in his absence, the individual so designated by him, should any condition arise that precludes my attendance at a scheduled training period.

e. That if there is a change in my personal status that affects my ability to participate regularly with my unit, I must continue to attend scheduled training assemblies until excused or until I have been relieved of my unit assignment by proper authority.

f. That I will not receive credit for attendance at a scheduled meeting unless I am in the prescribed uniform, present a neat and soldierly appearance, and perform my assigned duties in a satisfactory manner as determined by my unit commander.

g. That I must reply promptly to military correspondence directed to me.

(R)

9-E-1

APPENDIX K

(WITNESS - SIGNATURE)

(INDIVIDUALS - SIGNATURE)

ANNUAL ORIENTATION

(DATE)

(INDIVIDUALS SIGNATURE)

(DATE)

(INDIVIDUALS SIGNATURE)

(DATE)

(INDIVIDUALS SIGNATURE)

(DATE)

(INDIVIDUALS SIGNATURE)

(DATE)

(INDIVIDUALS SIGNATURE)

ORIENTATION STATEMENT OF RESERVE AGREEMENT UNDERSTANDING
(App E.3, 1A Suppl #1, AR 135-91)

Date _____

I, _____, have been oriented this date and am fully aware and understand my obligation, the prerequisites for maintaining satisfactory participation, and the actions which will result from unsatisfactory participation as follows:

Having enlisted in the Reserve Components under the provisions of the Reserve Enlistment Program of 1963 (REP 63), I am required to participate satisfactorily in paid drill units of the Reserve Components for the full period of my Ready Reserve obligation.

I understand that if I fail to attend prescribed unit training without proper authority or if because of change of residence, job interference or other reasons, I am unable to continue serving in a unit, I will be ordered to active duty for twenty-four (24) months less any period of active duty for training or annual field training which may have been served previously. Inactive duty training assemblies may not be counted against this period of active duty.

I understand that if I am eligible for discharge from the Reserve Components for dependency, hardship, employment necessary to maintain national health, safety, or interest or for other reasons, upon approval of my application I will be discharged.

I understand that if I am a member of a unit which is inactivated, reorganized, or relocated at the direction of the Department of the Army, I may be reassigned to any other troop program unit, or if no vacancy exists I may be transferred to the Individual Ready Reserve Pool (Annual Training Control Group) subject to later assignment.

I understand that if I change my residence to a location too distant to continue to participate with my assigned unit that I will be allowed a period of sixty (60) days after leaving my home to locate and join another Reserve Component unit. Responsibility for locating a suitable unit vacancy will rest with me. I further understand that it will be my responsibility to notify the unit commander in advance of change of address in order that he may counsel and provide me with a Letter of Instructions - Change of Residence. Should I fail to join a unit within the sixty (60) day period, I will be ordered to active duty for a period of twenty-four (24) months less any previous period of active duty or active duty for training I may have already served. My request for the sixty (60) day leave of absence must be submitted to the unit commander in writing and will indicate my new address, if known, and must be supported by evidence that a relocation of residence is in fact, to be made.

I understand that absences from scheduled unit training assemblies or Annual Training may be authorized by the unit commander for reasons of sickness, injury, emergency, or other circumstances beyond my control when substantiated by affidavits or certified by a doctor or medical officer. Employment conflicts, overtime, schooling, and loss of income are not normally considered valid reasons for absence from training. Requests for authorized absences must be submitted in writing in advance unless illness or emergency does not provide sufficient time for submission, in which case, it must be submitted at the earliest practicable date.

I understand that I will be ordered to active duty for a period which, when added to my prior service on active duty, active duty training, annual field training or full-time training duty, will total twenty-four (24) months if I fail to attend Annual Active Duty for training or if I fail to participate satisfactorily by accruing in any one-year period a total of five or more unexcused absences from scheduled unit training assemblies. If I fail to attend a scheduled single unit training assembly (UTA) without proper authority I will be charged with one unexcused absence. If I fail to attend a multiple unit training assembly (MUTA) without proper authority, I will be charged with one unexcused absence for each UTA equivalent not attended. The maximum number of absences chargeable for failure to attend consecutive MUTA assemblies will be four (4) unexcused absences.

I understand that a member present at a scheduled unit training assembly will not receive credit for attendance thereof unless he is in the prescribed uniform, presents a neat and soldierly appearance, and performs his assigned duties in a satisfactory manner as determined by the unit commander. When present at a unit training assembly and credit is not received as covered herein, I understand that an unexcused absence will be charged.

I understand for the purpose of computing unexcused absences, the one-year period will begin on the date of the training assembly from which I am absent without proper authority and will end one year later. When longer than one year elapses from the date of such unexcused absence, it no longer will be counted and the new year period will begin on the date of the subsequent absence if any. Unexcused absences will remain charged to me if I am reassigned or am enlisted in another Reserve Component unit.

I understand that if I hold a parachutist's rating and refuse to participate in airborne training I may be reassigned to another unit within the same component whenever there is an authorized position vacancy. Should reassignment be impractical because of geographic nonavailability of units within the particular component, I will be allowed 60 days of excused absence from training in which to locate and join another Reserve Component unit.

I have been informed as to where the unit training schedule is posted and that it is my responsibility to keep myself informed of the training schedule.

(Signature of Reservist, SSN)

(Unit commander, UPO, or PSNCO Signature)

Typed/Printed Name:

Rank:

Branch:

Duty Title:

Annual orientation completed on _____.

(Initials)

Annual orientation completed on _____.

(Initials)

Annual orientation completed on _____.

(Initials)

Annual orientation completed on _____.

(Initials)

Annual orientation completed on _____.

(Initials)

CHAPTER 10
ENLISTMENT STANDARDS

TABLE OF CONTENTS

SECTION I	Statement of Problem	10-2
SECTION II	Background	10-2
SECTION III	Methodology	10-3
SECTION IV	Findings and Discussion	10-3
SECTION V	Conclusions	10-4
SECTION VI	Recommendations	10-5
ANNEXES		
A	NPS Accessions - Enlisted Women	10-A-1
B	Loss Rates - Active Army Women	10-B-1
C	Decision Memorandum - Mental Standards for Enlistment in the Army Reserve	10-C-1

I. STATEMENT OF PROBLEM

To examine the feasibility and desirability of equalizing male/female enlistment criteria for enlistment in the ARNG/USAR.

II. BACKGROUND

Standards of enlistment are established by the Department of the Army in accordance with needs of the service. Reserve Component standards generally parallel those of the Active Component; however, differing standards may be established to meet the needs of a particular component.

The only differences between male and female basic enlistment criteria are in the mental category and education level requirements (NGR 600-200 and AR 140-111). The rationale for these differences stems from the objective of the Army recruiting effort to recruit the best qualified volunteers in sufficient numbers to accomplish the Army mission. The standards for women are higher because there has been a larger number of women interested in joining the Army in proportion to the number of women required. Since women may not serve in designated combat arms MOS or units, the requirement for men is much greater than for women. To obtain an adequate eligible population to meet the combat arms needs of the Army, it has been necessary to have lower qualification standards for men.

The USAR, beginning with FY 76 and continuing through FY 77, has fallen short of their accession objectives for women. The active Army and the ARNG have been able to meet or exceed their accession objectives for women.

III. METHODOLOGY

The reasons for the differences in male/female enlistment criteria were analyzed to determine if they are still valid. The analysis addressed the following questions:

- a. Under current standards, are there still more women available to the ARNG/USAR than are needed?
- b. If not, should the standards be lowered to enlarge the eligible population, or should another approach be used (e.g., more intense advertising)?

IV. FINDINGS AND DISCUSSION

A. Current Situation. The active Army and the ARNG expect to meet or exceed their female accession objectives for FY 78. The USAR has lowered its programmed non-prior service (NPS) objective for FY 78 to be more in line with expected enlistments under the current criteria. Their requirements are still at the higher level. Annex A displays NPS accession data.

B. Alternative Courses of Action for the USAR.

No change in enlistment standards should be made and accession requirements should be lowered to meet numbers available.

Advertising should be more intense and focus on young NPS women.

Educational standards should be lowered to provide a larger supply of women.

Mental standards should be lowered to provide a larger supply of women.

V. CONCLUSIONS

Current standards are appropriate for the ARNG.

Some change is required to allow the USAR to enlist the number of women necessary to meet accession objectives.

The present advertising program is considered to adequately focus on the young non-prior service women. (See Chapter 6)

The USAR presently has no data to compare the loss rates of female high school diploma graduates (HSDG) and General Educational Development (GED) certificate (high school equivalency) recipients. The active Army has data showing that female GED recipients have significantly higher loss

rates than HSDG enlistees (Annex B). Data for the USAR will begin to be compiled during the summer of 1978.

The remaining alternative course of action is to lower the mental standards for women. Data from the active Army indicates that losses will be one percent greater if the AFWST score is lowered from 59 to 50. This course of action was approved by the Vice Chief of Staff, Army (VCSA) and was effective 1 March 1978. The Decision Memorandum is at Annex C. This decision may be revised based on market availability.

VII. RECOMMENDATIONS

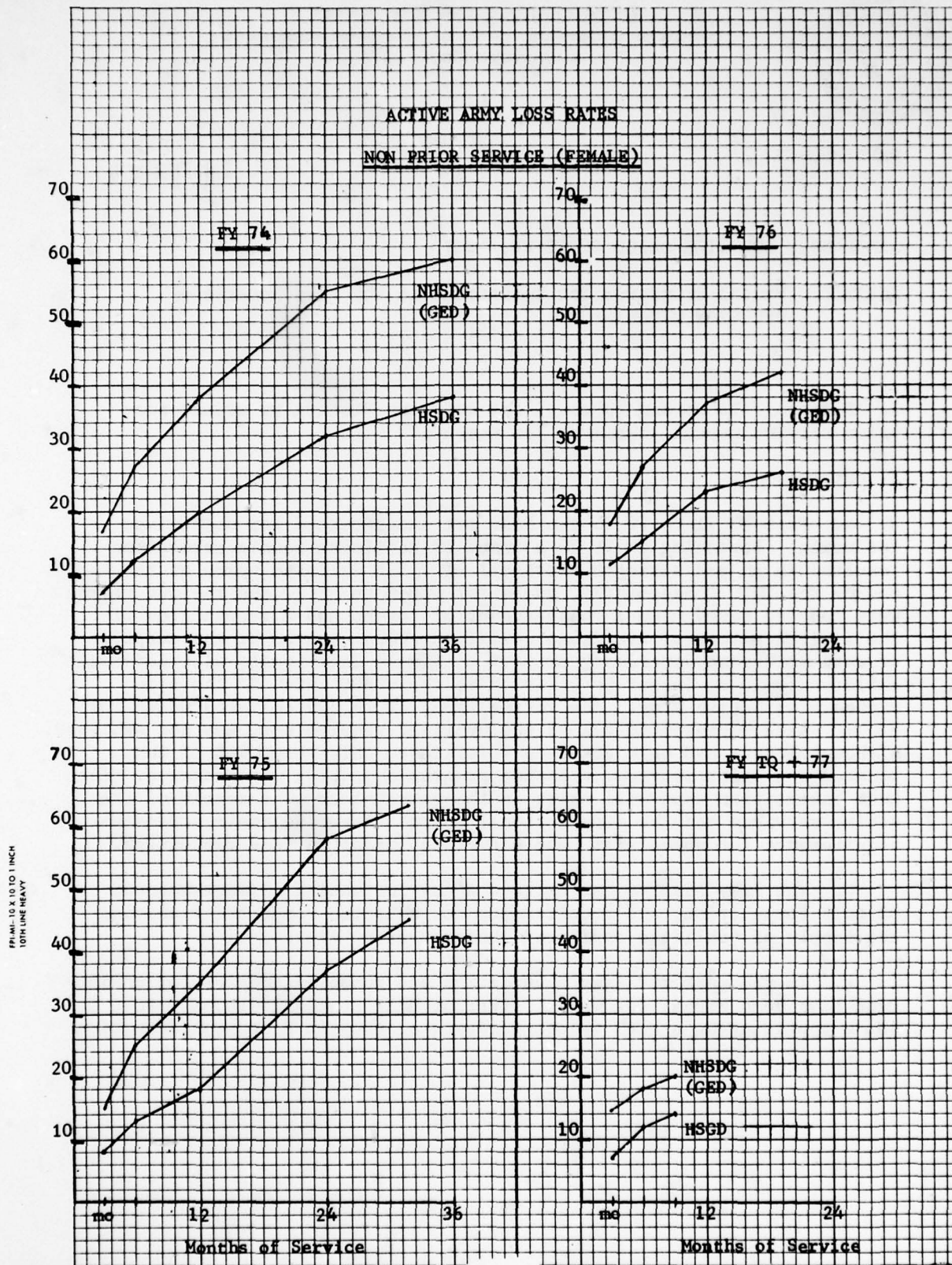
Current standards should remain in effect for the ARNG.

No change in the educational requirement (HSDG or GED) should be considered for the USAR until data on USAR loss rates for HSDG and GED are available.

Attrition rates by mental test score should be obtained before consideration is given to any further reductions in mental standards for the USAR.

NPS ACCESSIONS - ENLISTED WOMEN

<u>ACTIVE ARMY</u>	<u>PROGRAMMED</u>	<u>ACTUAL</u>
FY 76	15,900	15,884
FY 77	14,900	14,964
FY 78	17,600	
FY 79	18,500	
<u>ARNG</u>		
FY 76	3,000	5,047
FY 77	3,000	4,326
FY 78	6,500	
FY 79	6,500	
<u>USAR</u>		
FY 76	9,440	5,736
FY 77	9,770	4,730
FY 78	4,658	
FY 79	4,475	





DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL
WASHINGTON, D.C. 20310

DAPE-MPE-CS

16 FEB 1978

MEMORANDUM FOR VICE CHIEF OF STAFF, ARMY

SUBJECT: Mental Standards for Enlistment in the Army Reserve -
DECISION MEMORANDUM

1. Purpose: To obtain approval for the Army Reserve to adjust non-prior service mental standards for women.

2. Discussion:

a. From FY 71 to FY 75 the USAR met and exceeded its objectives for women. Beginning in FY 76 a trend of declining female accessions resulted in an end strength shortfall of 7,394 enlisted women at the end of the TQ. Consequently, goals for women in FY 77 and the out years were reduced based upon a reassessment of losses and a recognition of the limited market of available qualified women created by the adoption of more stringent dependency criteria. Single individuals with dependent children could no longer be enlisted in the USAR, which is the same standard as Active Army. The revised goal of 19,500 enlisted women for FY 77, which represented 67% of the original requirement, was not achieved. Although losses had been accurately forecast, only about 56% of the reduced non-prior service accession program objective was achieved. The keen competition that will exist in the marketplace as a result of the active services and the Army National Guard increasing their accession requirements for women will have a further impact on USAR recruiting.

b. The Army Reserve has entered a new recruiting climate because of this competition, and requirements for enlisted women are exceeding the supply of qualified applicants under current standards.

c. In the past the Army's education and mental standards for enlistment have been higher for women. Current USAR standards require that a woman applicant be a high school graduate or possess a General Education

16 FEB 1978

DAPE-MPE-CS

SUBJECT: Mental Standards for Enlistment in the Army Reserve -
DECISION MEMORANDUM

Development (GED) equivalency certificate. A man may be eligible to enlist if he has completed at least the 9th grade. In addition, a woman must achieve a minimum percentile score of 59 on the Armed Services Vocational Aptitude Battery (ASVAB) (high Cat IIIA). A man is eligible to enlist with a minimum percentile score of 16 providing he is a high school graduate. Non-graduates must achieve a score of 31 (low Cat IIIB).

d. Evidence shows that higher attrition occurs when the mental standard is lowered. Based upon a 1971 review of Active Army women entering at the 50th percentile (low Cat IIIA), and at the 59th percentile (high Cat IIIA), the lower group had about one percent greater losses.

e. Fiscal year 77 experience of all USAR women applicants tested on the ASVAB reveals that about 46% met the minimum 59th percentile standards. This also applies to applicants for the Regular Army. The majority of those who qualified enlisted in the service.

f. A lower score of 50 (Category IIIA) would have qualified an additional 10% of USAR women tested in FY 77 and another 10% of those tested for the Regular Army. Adjusting the standard to include all Category IIIA applicants would result in about 700 more women accessions for the USAR alone. Another 4,600 were rejected for the Regular Army and some of these may qualify and desire to enlist in the USAR.

g. Adjusting the score further to include Category IIIB applicants (31-49) would qualify an additional 17% of the women tested for the USAR in FY 77. Under this standard about 1,400 more women could possibly be recruited by the Army Reserve during FY 78. In addition, approximately 6,500 rejected for the Regular Army could also qualify.

3. Conclusions:

a. Under current standards, the USAR is expected to have an end strength shortfall in FY 78 of approximately 2,400 women.

b. Adjusting the standards from the 59th to the 50th percentile will provide additional personnel to assist in meeting the shortfall. All will be in Category I-III. This change should be effective 1 March 78.

c. Adjusting standards further to the 31st percentile (includes Category IIIB) should be authorized only if sufficient qualified applicants are not available at or above the 50th percentile and, to minimize attrition, should apply to high school diploma graduates only.

d. No adjustments are needed for the ARNG or RA at this time since no shortfall is projected.

16 FEB 1978

DAPE-MPE-CS

SUBJECT: Mental Standards for Enlistment in the Army Reserve -
DECISION MEMORANDUM

4. Recommendations:

- a. That USAR standards for female non-prior service accessions be changed effective 1 March 78 to include all applicants who are high school graduates/equivalent and score in mental Category I-IIIA (minimum 50th percentile).
- b. That the standards for the Regular Army and Army National Guard remain at their current level.
- c. That any further change in USAR standards be held in abeyance pending determination of the need for adjustment, and be considered as a separate issue.

FOR THE DEPUTY CHIEF OF STAFF FOR PERSONNEL:

Paul S. Williams Jr.

PAUL S. WILLIAMS, JR.
Major General, GS
Director of Military
Personnel Management

OASA (M&RA) - Concur LTC Buff/77068
OCAR - Concur COL Prescott/50877
CNCB - Concur LTC Sanford/74922
DWAC - Concur COL Hinton/72102
PAED - Concur COL Bell/79780

APPROVED - 1001

23 FEB 1978

Bob E. Lehman
BOB E. LEHMAN
LTC, GS
Assistant to Director
of the Army Staff

Mr. Ruberton/50836
Typed by V. Kish

CHAPTER 11

Educational Requirements for ARNG-OCS

TABLE OF CONTENTS

	<u>PAGE</u>
SECTION I. STATEMENT OF PROBLEM	11-2.
SECTION II. BACKGROUND	11-2
SECTION III. METHODOLOGY	11-2
SECTION IV. FINDINGS AND DISCUSSION	11-2
SECTION V. CONCLUSIONS	11-3
SECTION VI. RECOMMENDATIONS	11-3

I. STATEMENT OF PROBLEM

Examine feasibility and desirability of equalizing male/female educational requirements for applicants for ARNG-OCS.

II. BACKGROUND

The educational prerequisites for female applicants for Army National Guard Officer Candidate School (ARNG-OCS) are not the same as for males. Women must have two years of college or the equivalent; men only need to be high school graduates. For the active Army and the Army Reserve, both male and female OCS applicants must have two years of college or the equivalent.

III. METHODOLOGY

Present policies were reviewed and ARNG requirements were considered.

IV. FINDINGS/DISCUSSION

ARNG-OCS educational standards for men are based upon need. Currently, there is an extreme shortfall of male officer accessions; therefore, it is infeasible to raise male standards above the high school graduate level.

With the infusion of women into the ARNG-OCS program in the early 1970's, active Army educational standards were employed. Ongoing reviews, however, have indicated a need to reassess those requirements. Based upon current and projected shortfalls of women officer accessions, NGB is considering a two-year pilot program under which male educational standards for ARNG-OCS would be extended to women.

V. CONCLUSIONS

The ARNG is experiencing shortfalls in male and female officer accessions. A trial program to equalize male and female ARNG-OCS educational standards at the high school graduate level is under consideration by the NGB.

VI. RECOMMENDATIONS

Current ARNG-OCS standards should be continued pending development of NGB position and ODCSPER policy decision.

CHAPTER 12

Sex Education and Rape Prevention Training

TABLE OF CONTENTS

	<u>PAGE</u>
SECTION I. STATEMENT OF PROBLEM	12-2
SECTION II. BACKGROUND	12-2
SECTION III. METHODOLOGY	12-2
SECTION IV. FINDINGS AND DISCUSSION	12-3
SECTION V. CONCLUSIONS	12-3
SECTION VI. RECOMMENDATIONS	12-3

I. STATEMENT OF PROBLEM

Determine if sex education/rape prevention training for ARNG/USAR personnel is feasible and/or desirable.

II. BACKGROUND

The course of instruction (COI) for Common Basic Training (BT) and One Station Unit Training (OSUT) includes blocks of instruction in the above subjects. That instruction is given to all personnel regardless of component. The COI for a special abbreviated BT program (BT(2)) which is available to Reserve Component (RC) women with civilian acquired skills does not cover rape prevention training or sex education. This task was designed to determine if there is a requirement to provide sex education/rape prevention training to RC unit personnel who have not received this instruction in Common BT, OSUT or BT(2), or as periodic refresher training.

III. METHODOLOGY

The National Guard Bureau (NGB), Office of the Chief, Army Reserve (OCAR) and HQ Forces Command (FORSCOM) were tasked to determine:

1. Whether there is a need for this training in ARNG and USAR units.
2. If a need exists, who should provide the instruction and where and when should the subject be presented. Each of those agencies tasked subordinate units to provide their views on the subject.

Additionally, regulations and policies were researched to determine if there was a requirement or means to provide this instruction.

IV. FINDINGS AND DISCUSSION

A synopsis of the responses from each agency follows:

1. NGB - Believes this training should be left to the discretion of the individual commander and conducted in accordance with FORSCOM Regulation 350-2. ARNG would use training and personnel information bulletins to all commanders to insure they are aware of their responsibilities.
2. OCAR - Believes there is a need for this training but that existing command information programs are the most appropriate vehicle for providing this subject.
3. FORSCOM - Indicates that this training can be accomplished in the units as are other personal knowledge refresher training subjects.
4. Training and Doctrine Command (TRADOC) - States their lesson plans for sex education and rape prevention training are readily exportable.

V. CONCLUSIONS

ARNG and USAR units should provide this training to personnel based on the discretion of the commander, using exportable lesson plans made available through HQ TRADOC.

VI. RECOMMENDATIONS

Sex education/rape prevention instruction should continue to be provided in Common BT and OSUT. Consideration should be given to

the inclusion of sex education and rape prevention training in BT(2). (This action is underway; see Chapter 15.) HQ TRADOC should export these lesson plans to appropriate agencies upon request. Chiefs, NGB and OCAR and Commander, FORSCOM should stress through means at their disposal the responsibility of the unit commanders to determine the need for presentation of these subjects. Whenever that need is determined, units should provide this instruction using the TRADOC-approved exportable lesson plans as a guideline.

CHAPTER 13

Orientation Training for Direct Appointment Officers (Interim Report)

TABLE OF CONTENTS

	<u>PAGE</u>
SECTION I STATEMENT OF PROBLEM	13-2
SECTION II BACKGROUND	13-2
SECTION III METHODOLOGY	13-3
SECTION IV FINDINGS/DISCUSSION	13-3
SECTION V CONTINUING ACTIONS/MILESTONES	13-4
SECTION VI ESTIMATED COMPLETION DATE/ RESPONSIBLE AGENCY FOR FINAL REPORT	13-4

I. STATEMENT OF PROBLEM

Assess need for orientation training for officers of ARNG/USAR commissioned via direct appointment. If needed, determine feasible training programs.

II. BACKGROUND

In the period between the phase out of the WAC Officer Basic Course (end CY 72) and the discontinuance of the WAC direct commission program with concurrent call to active duty (end FY 77), WAC officers who received direct appointments attended the active Army's WAC Officer Orientation Course (WOOC) prior to attending their branch basic courses. Although established for the active Army, ARNG and USAR women were authorized to attend WOOC. A basic purpose of WOOC was to bring these officers to the equivalent level of military training as their male counterparts in the basic courses, recognizing men's ROTC or USMA background. Since ROTC has supplanted the WAC direct commission program as the primary source of women line officers for the active Army, WOOC was discontinued as of 30 September 1977.

The ARNG and USAR continue to offer commissions under the WAC direct commission program; however, there are no provisions for

giving the women concerned the orientation training which was previously available to them through WOOC.

No orientation training programs are available to male officers who receive direct appointments.

III. METHODOLOGY

Both the ARNG and USAR were requested to review the desirability of orientation training and to estimate the number of officers, male and female, who would require the training per year. The DCSPER request indicated that an orientation course, if desired, would be at the expense of the agency conducting the training.

IV. FINDINGS/DISCUSSION

The data base for either the ARNG or USAR could not readily identify by sex, the number of officers who have received direct appointments since 1 October 1976, nor the number among them who may have had prior service experience and thus might not need orientation training.

The ARNG indicates that orientation training is appropriate and that several options are under study. The USAR indicates that

the need exists. However, in order to determine the best means of providing that training within the reserve environment, the USAR has again requested RCPAC to furnish data base concerning the number of non-prior service direct appointees, male and female, since 1 October 1976.

With few exceptions, the major Reserve Component commands which responded to this issue state that the need exists for orientation training for all NPS direct appointees. Suggestions were made that, in view of the small number of personnel involved, the training should be conducted in a central location, e.g., at the State or Federal level for the ARNG; or by a USAR Training Division or School.

V. CONTINUING ACTIONS/MILESTONES

The studies by the ARNG/USAR continue. Data upon which to base decisions should be available by the end of March 1978.

VI. ESTIMATED COMPLETION DATE/RESPONSIBLE AGENCY FOR FINAL REPORT

The estimated period of completion is the 3rd quarter, FY 1978. The final report is the responsibility of the agency desiring orientation training or a coordinated effort by the ARNG/USAR should both desire such training.

CHAPTER 14

Catchup Weapons and Tactical Training

TABLE OF CONTENTS

	<u>PAGE</u>
SECTION I. STATEMENT OF PROBLEM	14-2
SECTION II. BACKGROUND	14-2
SECTION III. METHODOLOGY	14-3
SECTION IV. FINDINGS/DISCUSSION	14-3
SECTION V. CONCLUSIONS	14-4
SECTION VI. RECOMMENDATIONS	14-4
ANNEX A. NGB LETTER	14-A-1
ANNEX B. OCAR LETTER	14-B-1

I. STATEMENT OF PROBLEM

Determine appropriate means to assure that women receive necessary catchup training (weapons and tactical) to bring them to the same level as their male counterparts.

II. BACKGROUND

In the past, separate and distinctive training programs have been provided for men and women. However, in recent years, these programs have been superseded by common training programs. Affected programs include the US Military Academy, ROTC, OCS, officer basic courses, officer advanced courses, and the newly implemented common basic training course of instruction. In the area of weapons training, there has been an evolution from voluntary familiarization with the M-16 rifle to a requirement that women participate in individual and unit weapons training on the same basis as their male counterparts, including necessary training to meet MOS prerequisites.

Reserve Component (RC) female personnel who entered service on or after 1 July 1975 and who are assigned to Category II and III units will qualify with assigned individual weapons and may participate in all weapons training programs, less hand grenade training, with weapons/ordnance authorized the unit, on the same basis as male soldiers assigned to those units. The policy includes the following weapons: light antitank weapon (M72), M-16 rifle (M-203), 40MM grenade launcher, claymore mine, and machine gun (M-60).

The option to conduct specific weapons training is a command prerogative/decision. Female personnel who entered the service before 1 July 1975 will continue to participate in individual and unit weapons training on a voluntary basis. Prior to reenlistment, however, these individuals must participate in basic marksmanship training as required by AR 601-280 and AR 140-111, and unit weapons training programs as required by the appropriate commander and AR 350-4.

III. METHODOLOGY

Training policies were reviewed. Means for accomplishing necessary "catchup training" were assessed.

IV. FINDINGS/DISCUSSION

Initial findings indicate that:

- a. Present Army policy as stated above and outlined in FORSCOM Regulation 350-2 is understood by the RC commanders.
- b. Some company/detachment commanders do not seem to be aware of the various basic training programs attended by their female personnel.
- c. Compliance with this policy appears to be attainable with available training time and resources.
- d. Most RC commands are presently complying with policy as outlined in FORSCOM Regulation 350-2.
- e. The following training resources are available:

(1) Necessary personnel and equipment resources are available in most RC commands.

(2) Applicable ranges and training areas are within reasonable travel time for most RC units for weapons and tactical training.

(3) Active component assistance is available through the Army advisors, Readiness Group personnel, Army Readiness Region personnel and Mobile Training Teams from both the active component and RC forces.

(4) Efficient scheduling of available time and proper utilization of programmed training funds will, in most cases, be adequate to accomplish the "catchup training."

Women's participation in individual and unit weapons training is an item of special interest for all Inspectors General under AR 20-3.

V. CONCLUSIONS

There appears to be no valid need for any additional training support for the RC structure to assist with "catchup training." Responsiveness from the chain of command can provide available resources for support. However, additional information concerning the differing basic training programs available to RC female personnel, as well as the requirement for "catchup training," should be made available to the field.

VI. RECOMMENDATIONS

NGB and OCAR coordinate a letter/message for dispatch to respective State AG's and major USAR commands, with instructions for dissemi-

nation to the lowest possible level, explaining the various programs under which their female personnel may have trained over the past several years. Dispatch should also apprise commanders of the necessity to develop "catchup training" that would compensate for training (weapons and tactical) female personnel did not receive during their basic training. The implementing NGB and OCAR letters are at Annex A and Annex B respectively.

NGB/OCAR and commanders at appropriate levels should track progress of "catchup training."



NATIONAL GUARD BUREAU

WASHINGTON, D.C. 20315

Expires 1 March 1979

NGC-INT-2

SUBJECT: Bridging Combat Related Training Differences Between Male and Female ARNG Soldiers

The Adjutant General at all Army, Air Force, Navy, Marine, and Coast Guard Headquarters, and the Director of National Guard

ANNEX A

NGB ALL STATES LETTER

20 MAR 78

SUBJECT: BRIDGING COMBAT RELATED

TRAINING DIFFERENCES BETWEEN MALE

AND FEMALE ARNG SOLDIERS

14-A-1



DEPARTMENTS OF THE ARMY AND THE AIR FORCE
NATIONAL GUARD BUREAU
WASHINGTON, D.C. 20310

Expires 6 March 1979

NGB-ARP-E

20 MAR 1978

SUBJECT: Bridging Combat Related Training Differences Between
Male and Female ARNG Soldiers

The Adjutants General of all States, Puerto Rico, the Virgin Islands, and the District of Columbia

1. Reference letter, NGB-ARP-E, 30 January 1978, Subject: Women in the Army National Guard.
2. In order to properly assess and accomplish unit training requirements, commanders should be aware of the past variations in training for men and women. To that end, this letter is intended to provide some background information about past training policies, using basic training as a baseline. The key differences between the training previously provided for men and women are in the instruction provided in basic soldiering skills, i.e., weapons qualification, tactical training and field training.
3. In the area of weapons training, there has been an evolution since 1974 from weapons familiarization with the M-16 rifle, with voluntary firing, to the present policy that women who entered the Army on or after 1 July 1975 will participate in individual and unit weapons training on the same basis as their male counterparts. Prior to reenlistment, women who entered the Army before 1 July 1975 are required to participate in basic rifle marksmanship training and must undergo unit weapons training as required by the commander. Additionally, female commissioned officers, warrant officers, cadets, and officer candidates must participate in individual and unit weapons training on the same basis as their male counterparts.
4. Tactical and field training for women was negligible prior to institution of the current program for expanded utilization of women. The Army effort to provide the basic skills required by women in performing their expanded role culminated in the implementation of common basic training in September 1977. An extract of the common basic training curriculum, showing the hours of instruction in soldier skills now required for men and women, is at Inclosure 1. By comparing these data with the

NGB-ARP-E

20 MAR 1978

SUBJECT: Bridging Combat Related Training Differences Between
Male and Female ARNG Soldiers

curriculum provided for men and women in 1975 (Inclosure 2), past differences in basic training can be more clearly understood.

5. The overall training disparity will be overcome in the long run because separate, distinct training for men and women has been superseded over the past several years by common training programs. Affected programs include the US Military Academy, ROTC, OCS, officer basic courses, officer advanced courses, and the recently implemented common basic training course of instruction. However, a requirement exists to insure that women presently in the force are trained to the same level as their male counterparts. Particular consideration in this regard is necessary for personnel whose initial active duty training was limited to the 2-week basic training course provided under the Civilian Acquired Skills Program and women who entered prior to 1975.

6. Commanders should assess individual training requirements and provide appropriate "catchup" training to compensate for weapons, tactical and field training which their female personnel have not received in basic or unit training programs. Use of Job Books, Soldier's Manuals and Soldier's Manual of Common Tasks will assist Commanders in assessing training posture and preparation for conducting remedial field and weapon training.

7. To insure that the disparity in combat related training is bridged during 1978, request that you submit an after action report to NGB-ARO NLT 1 Feb 79, to include the following:

- a. A statement of training shortfall prior to implementation of remedial training.
- b. A statement of current training shortfall if any.
- c. A statement of how previous training shortfall was overcome.

8. Request widest possible dissemination of above information as this has been made a special subject for inspection by DAIG and included in AR 20-3, DA Special Subjects for Inspection.

NGB-ARP-E

**SUBJECT: Bridging Combat Related Training Differences Between
Male and Female ARNG Soldiers**

9. WITA-RC POC for NGB is Major Palincsar, 8-227-4416/6268;
Organization and Training POC for NGB is LTC Bishop, 8-227-
5347.

FOR THE CHIEF, NATIONAL GUARD BUREAU:

2 Incl
as

DISTRIBUTION:

AG (2)
State O&T (2)
State Pers Off (2)

David G. Sanford

Chief Army Personnel Division

BASIC TRAINING

(Common Course for Men & Women)

Extracted From TRADOC Course of Instruction 21-114, September 1977

Training Requirements in Basic Soldier Skills: Hours

WEAPONS TRAINING

M16A1 Basic Rifle Marksmanship 57

Hand Grenades 6.5

US Weapons (M60 machine gun;
M203 grenade launcher; light anti-
tank weapon; claymore mine) 7

INTRODUCTION TO INDIVIDUAL TACTICAL
TECHNIQUES TRAINING AND US WEAPONS 1

MARCHES AND BIVOUACS (Includes seven-, ten-,
and fifteen-mile foot marches with weapons
and field equipment and a minimum of four
nights in field bivouac) 17

TACTICAL TRAINING

Cover, Concealment & Camouflage 2

Individual/Buddy Team Movement/Maneuver
Techniques 6

Fire and Maneuver Course 6

Overhead Live Fire Course 4

Defense Training 10

Sub-Total 116.5

COMPARISON OF BASIC COMBAT TRAINING (BCT) WITH BASIC TRAINING (BT)

EXTRACTED FROM ATP 21-114 AND ATP 21-121 (DRAFT) AS OF 29 JULY 1975

<u>BASIC SOLDIER SKILLS:</u>	<u>BCT HOURS</u> <u>(Men)</u>	<u>BT HOURS</u> <u>(Women)</u>
<u>Defensive Weapons Training</u>		
M16A1 Rifle Marksmanship	77	40
Demonstration of U.S. Army Weapons	3	1
Defensive Techniques	10	5
Hand Grenades	5	0
Machine Gun (M60)	3	0
<u>Field Training Skills and Techniques</u>		
First Aid	5	5
Field Hygiene and Sanitation	1	1
NBC Defense Training	3	3
Terrain Association	0	4
Marches and Bivouacs	20	15
Individual Tactical Techniques/ Training	8	0
Fire and Maneuver Course (Day)	6	0
Overhead Fire	2	0
	<hr/>	<hr/>
Sub-Total	143	74



DAAR-PE

DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL AND THE ADJUTANT GENERAL CENTER
WASHINGTON, D.C. 20314

28 APR 1978

SUBJECT: Bridging Combat Related Training Differences Between Men and Women

Commander
US Army Forces Command
Fort McPherson, Georgia 30330

1. Although women are performing in many duties which were considered solely in the male domain just a few years ago, equal training for men and women is only now being realized. Consequently, many women in the Army Reserve have not received all the training in soldier skills needed to perform their duties. As women are an essential part of the force and will deploy with their units it is imperative that these differences in combat related training of men and women be bridged. This letter is intended to provide background information concerning past and existing variations in the basic training of men and women.
2. In the area of weapons training, there has been an evolution from no weapons instruction to the present policy that women who entered the Army on or after 1 July 1975 are required to participate in basic rifle marksmanship training and must undergo unit weapons training as required by the commander. With the implementation of common basic training (BT) in September 1977 women must qualify with the M-16, undergo tactical, and extensive field training exercises. Attached at Inclosure 1 is an extract of the POI of BT and the WAC Resident/Nonresident Basic Training Program (BT-2) which highlights the current gap in the training of Reserve Component women who enlist under the Army Reserve Civilian Acquired Skills Program (ARCASP). Further, by comparing the POI of BT with the separate curriculum of training for men and women as recently as 1975 (Inclosure 2) past differences in the basic training of men and women can be more clearly understood.
3. The overall training disparity will ultimately be overcome as separate women's training programs are superseded by common training programs. Affected programs include the US Military Academy, ROTC, OCS, Officer Basic Course, Officer Advanced Course and the recently adopted common basic training. The only remaining exception is the abbreviated ARCASP basic training which is currently being examined with a view towards making this program equivalent to that of common basic training.

28 APR 1978

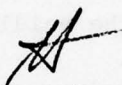
DAAR-PE

SUBJECT: Bridging Combat Related Training Differences Between Men and Women

4. To insure that women presently in the force are trained to the same level as men, commanders must assess individual training requirements and provide appropriate "catch-up" training to compensate for weapons, tactical and field training which women have not received in their basic training. Particular consideration in this regard is necessary for personnel whose initial active duty training was limited to the two-week basic training course provided under the ARCASP.
5. Commander's Manuals, Soldier's Manuals and Soldier's Manual of Common Tasks can be of assistance in determining an individual's level of training and conducting the necessary remedial instruction. USAR marksmanship teams and Active Army marksmanship training units have instructors available to assist in BRM training. USAR Training Divisions and ARNG combat units have the capability to support tactical and field training exercises.
6. Request this information be passed to all levels of command.

BY ORDER OF THE SECRETARY OF THE ARMY:

2 Incl
as


Adjutant General

COMPARISON OF PROGRAM OF INSTRUCTION (POI) 21-114
(COMMON BASIC TRAINING FOR MEN AND WOMEN)

AND

CAS BT(2) COURSE OF INSTRUCTION

	<u>COMMON BT</u>	<u>1/</u>	<u>CAS BT(2)</u>	<u>1/</u>
			<u>ADT</u>	<u>IDT</u>
<u>SCHOOL OF THE SOLDIER</u>	64		22	18
Military Customs & Courtesies	(4)		(2)	(2)
Drill & Ceremonies	(21)		(9)	
Care & Wear of Uniform	(1)		(1)	
Inspections	(14)		(3)	
Role of the Army	(1)		(1)	(2)
Responsibilities of the Soldier	(1)		(1)	
Equal Opportunity	(2)		(2)	(2)
Code of Conduct	(2)			(2)
Geneva/Hague Conventions	(2)			(2)
Military Justice	(2)		(2)	(1)
Drug/Alcohol Abuse	(2)			(2)
Rape Prevention	(1)			
Guard Duty	(3)			(2)
Personal Affairs	(3)			(3)
Personal Health <u>2/</u>	(5)		(1)	

	<u>COMMON BT</u>	<u>1/</u>	<u>CAS BT(2)</u>	<u>1/</u>
			<u>ADT</u>	<u>IDT</u>
<u>WEAPONS TRAINING</u>	70.5		14	
M16A1 Basic Rifle Marksmanship <u>3/</u>	(57)		(14)	
Hand Grenades	(6.5)			
US Weapons <u>4/</u>	(7)			
<u>COMBAT SKILLS & TECHNIQUES</u>	58		21	7
First Aid	(8)		(8)	
Nuclear, Biological & Chemical (NBC) Defense	(4)		(4)	
Tactical Training <u>5/</u>	(29)		(3)	
Marches & Bivouacs <u>6/</u>	(17)		(6)	(7)
<u>PERFORMANCE TESTING/EVALUATION</u>	17		8	4
<u>PHYSICAL FITNESS</u>	36		7	
<u>ADMINISTRATIVE REQUIREMENTS</u>	62.5		13	1
GRAND TOTAL	308		85	30

1/ Reflects number of hours.

2/ Includes contraception, venereal disease, personal hygiene, and field sanitation.

3/ Common BT -- Qualification training; BT(2) -- mechanical training and zeroing the rifle.

4/ Includes M60 machine gun, M203 grenade launcher, light antitank weapon, claymore mine.

5/ Common BT -- Includes introduction (1 hr); cover, concealment, camouflage (2 hrs); individual/buddy team movement/maneuver techniques (6 hrs); fire & maneuver course (6 hrs); overhead live fire course (4 hrs); defense training (10 hrs). CAS BT(2) -- includes defense training only.

6/ Common BT -- includes seven-, ten-, and fifteen-mile foot marches with weapons and field equipment and a minimum of four nights in field bivouac. CAS BT(2) -- includes march to field, tent pitching guard duty (1 hr), night problem, overnight stay in field, striking camp, 3 1/2 mile march with full field pack.

COMPARISON OF BASIC COMBAT TRAINING (BCT) WITH BASIC TRAINING (BT)
EXTRACTED FROM ATP 21-114 AND ATP 21-121 (DRAFT) AS OF 29 JULY 1975

	<u>BCT HOURS</u> <u>(Men)</u>	<u>BT HOURS</u> <u>(Women)</u>
<u>BASIC SOLDIER SKILLS:</u>		
Defensive Weapons Training		
M16A1 Rifle Marksmanship	77	40
Demonstration of U. S. Army Weapons	3	1
Defensive Techniques	10	5
Hand Grenades	5	0
Machine Gun (M60)	3	0
<u>Field Training Skills and Techniques</u>		
First Aid	5	5
Field Hygiene and Sanitation	1	1
NBC Defense Training	3	3
Terrain Association	0	4
Marches and Bevouacs	20	15
Individual Tactical Techniques/ Training	8	0
Fire and Maneuver Course (Day)	6	0
Overhead Fire	2	0
Sub-Total	143	74

CHAPTER 15

Two-Week Basic Training Course

TABLE OF CONTENTS

	<u>PAGE</u>
SECTION I. STATEMENT OF PROBLEM	15-2
SECTION II. BACKGROUND	15-2
SECTION III. METHODOLOGY	15-2
SECTION IV. FINDINGS AND DISCUSSION	15-3
SECTION V. CONCLUSIONS	15-4
SECTION VI. RECOMMENDATIONS	15-4
ANNEX A. TRADOC PROPOSED REVISION OF FEMALE CASP BASIC TRAINING (BT2)	15-A-1

I. STATEMENT OF PROBLEM

Examine feasibility and desirability of continuing the two-week basic training program and corresponding unit training requirement for females enlisting under the Civilian Acquired Skills Program (CASP).

II. BACKGROUND

The CAS Program is an option which allows men and women to enlist in the Army National Guard (ARNG) and the Army Reserve (USAR), using their civilian acquired skills in the acquisition of an MOS. Although the law requires men to attend the full basic training (BT) program (seven weeks, two days) women may attend either the full BT or a special abbreviated (BT2) program. This special BT program for women entails two weeks of active duty training (ADT) and 32 hours of instruction during inactive duty training (IDT) in the home unit, after which the soldier is awarded an MOS based on her civilian skills.

III. METHODOLOGY

Representatives of the Training and Recruitment Divisions of the DCSPER Directorate of Military Personnel Management, the National Guard Bureau and the Office, Chief Army Reserve (OCAR) examined the following aspects of the women's BT(2) CAS program:

1. The need for the program.
2. The content of current BT(2) Course of Instruction (COI).
3. The BT(2) COI as it compares to the Common Basic Training COI.

IV. FINDINGS AND DISCUSSION

A. Need

The CAS BT(2) Program is an option that the USAR uses extensively in attempting to meet its recruiting goals for women. The ARNG also provides the CASP option to its enlistees; however, the majority of ARNG CASP trainees attend the full BT program. OCAR indicates that the earliest time the BT(2) option could be eliminated is end 1st Qtr, FY 81. The Training and Doctrine Command (TRADOC) has strongly argued for the elimination of this program by FY 79.

B. Comparison of COI

A comparison of the BT(2) COI and the present BT COI, implemented in September 1977, reveals that the key difference between the two modes of training is the instruction received in the areas of weapons training, tactical training and field training. The BT(2) COI shows only 30 hours of this instruction (23 hours in the ADT phase; 7 hours in the IDT phase) while 116.5 hours of this type training are provided in the BT COI. Therefore, TRADOC was tasked to revise the BT(2) COI and provide Headquarters, Department of the Army, their proposal for review and approval. TRADOC's proposed revision, if BT(2) is to be continued, is attached at Annex A. The proposal is not in final form; development of a refined training package will require approximately three months.

C. Comments From Reserve Component Commanders

Of 78 responses to this issue, approximately one-third of the

Reserve Component commanders indicated that the BT(2) program should be continued since it attracted personnel with advanced skills, maturity and experience. One-third stated it should be discontinued, primarily because BT(2) provides only minimal military and basic soldier skills. The remainder indicated that the program should be retained but modified by increasing the ADT phase.

V. CONCLUSIONS

The BT(2) program should be eliminated based upon the wide disparity between the BT(2) and common BT COI in the areas of basic soldiering skills.

It is feasible to continue the BT(2) program temporarily if it is upgraded significantly to concentrate on basic soldiering skills such as weapons and tactical training. Temporary continuance of BT(2), if upgraded, is desirable to permit gradual phase out of the USAR's heavy reliance on the program in its recruitment of women.

VI. RECOMMENDATIONS

That the BT(2) program be modified to place primary emphasis on basic soldiering skills.

That the BT(2) program be phased out not later than end 1st Qtr, FY 81.

(The Training Division, DCSPER Directorate of Military Personnel Management will initiate a decision memorandum which considers the above conclusions and recommendations.)

ATTNG-TD-CA (30 Jan 78) 1st Ind

SUBJECT: Female Civilian Acquired Skills Program Basic Training

HQ TRADOC, Ft Monroe, VA 23651

8 MAR 1978

TO: HQDA (DAPE-MPT) WASH DC 20310

1. It is the TRADOC position that all soldiers should receive their full initial entry level training in the TRADOC training base and that projected input to CASP for FY 79 and subsequent years should be rescheduled into the regular eight week Basic Training Program. This position was reached after analysis of the following major points:

a. The expanded employment of women in the Army since 1972 necessitated serious review and revision of the manner in which women were trained to perform their duties. The unique "WAC" programs of the past were responsive to the needs of the Army when women were restricted to limited areas of employment; they were inadequate to support the expansion. All efforts to date have been toward integrating women into existing training programs and/or providing common training wherever possible.

b. The lethality, depth, and fluid nature of the modern battlefield where CS/CSS units will be vulnerable to attack, and the fact that enlisted women can now serve in all but 16 of the Army's MOS dictate that these women be properly trained to defend themselves and their units. Since the inception of a common curriculum for BT in October 1977, female soldiers attending the eight week program have received this type of training.

c. Male and female trainees are now integrated in common basic training. Common officer training is a reality. ROTC, USMA, and OCS are all open to women and there is no longer a separate WAC Officer Orientation Course. This leaves the CASP as the only major area of inequality in the training of women left in the Army. In fact, the regulations governing the CASP afford the two week training option only to females. Males must take the regular eight week BT program. This fact is made even clearer in a DA message, dated 011956Z March 1978; subject: Determination of 12 Week Basic Training Equivalency for the BT 7 Reserve Component CASP. This message clearly implies that females who graduate from the BT-2 program are not considered deployable. Considering the lack of training in basic soldiering skills, this headquarters concurs that BT-2 graduates are not prepared for deployment.

d. Graduates of CASP are promoted to E4 or E5, depending on their enlistment contracts, and are swelling the ranks of the NCO's with individuals who have not been trained to perform or lead others in

ATTNG-TD-CA

SUBJECT: Female Civilian Acquired Skills Program Basic Training

some of the basic military skills. CASP has graduated more than 18,000 women into the force since 1974 and the projected input is as follows:

FY 78 - 2510
FY 79 - 2897
FY 80 - 3071

Continued use of CASP to recruit large numbers of women with limited training can only adversely impact on the readiness posture of the Army.

e. The current program can certainly be upgraded; but, in any ADT/IDT set-up, the key ingredients listed below would be missing, preventing the program from being equivalent to an eight week resident cycle:

(1) Drill Sergeant control, interaction with trainees and training reinforcement would be present for only two weeks vice seven weeks in BT. This is critical since the Drill Sergeant is the prime mover in effecting a trainee's transition from civilian to soldier.

(2) Quality control of the IDT phase would be impossible to achieve. Therefore, certification as a BT graduate would be meaningless.

(3) Intensive training over an extended period, necessary to toughen a soldier, would be fragmented by the IDT phase.

2. If this program cannot be eliminated, the alternative is to upgrade it significantly, accepting the fact that it will never be equivalent to the eight week BT cycle. At inclosure 1 is a proposed revision to the ADT/IDT training mix. This is merely a strawman and requires refinement. If the program continues, the Infantry School will be tasked to develop the ADT and IDT training packages. This development would take approximately three months.

3. The major aspects of the upgraded program would be:

a. The ADT phase would consist primarily of weapons training and tactics.

b. Trainees would qualify with the M16 and handgrenade.

c. A significant portion of the IDT phase would be accomplished prior to beginning the ADT. Unit commanders would be required to

ATTNG-TD-CA

SUBJECT: Female Civilian Acquired Skills Program Basic Training

certify that the pretraining requirements were successfully completed.

d. Trainees would be required to arrive at the ADT site with enough physical conditioning to be able to undergo extensive field training.

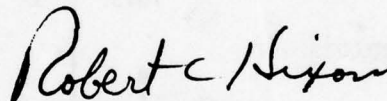
e. A test equivalent to one given at the end of the eight week cycle would be administered. This test must be successfully completed prior to certification as a CAS graduate.

f. The quality of this program would be largely dependent upon trainees arriving at the ADT site meeting the prerequisite standards.

4. TRADOC is willing to develop the most effective program possible to meet the training requirement. However, even recognizing the tremendous recruiting incentive of the CASP for women, this headquarters does not believe perpetuation of the two week ADT option is in keeping with the goals the Army has set in the utilization and training of women.

FOR THE COMMANDER:

1 Incl
as


ROBERT C. HIXON
Major General, GS
Chief of Staff

PROPOSED REVISION TO CASP MASTER SCHEDULE 1/

BASIC TRAINING POI 21-114	COMMON BT	CURRENT CASP		PROPOSED CASP		
		ADT	IDT	PHASE I IDT	ADT	PHASE II IDT
SCHOOL OF THE SOLDIER						
MILITARY COURTESIES AND CUSTOMS	4	2	2	4		
DRILL AND CEREMONY <u>2/</u>	21	9		15		6
ID AND WEAR OF UNIFORM	1	1		1		
INSPECTIONS <u>3/</u>	14	3		2		
ROLE OF THE ARMY	1	1	2	1		
RESPONSIBILITIES OF THE SOLDIER	1	1		1		
EQUAL OPPORTUNITY	2	2	2	2		
CODE OF CONDUCT	2		2	2		
GENEVA/HAGUE	2		2	2		
MILITARY JUSTICE	2	2	1	1		2
DRUG/ALCOHOL ABUSE	2		2	2		
RAPE PREVENTION	1			1		
GUARD DUTY	3		2	3		
PERSONAL AFFAIRS	3		3			3
PERSONAL HEALTH	5	1		5		
TOTAL	64	22	18	42		11
WEAPONS TRAINING						
M16A1 BRM <u>4/</u>	57	14			50	
HAND GRENADES	6.5				6.5	
US WEAPONS (M60 MG, M203, LAW, CLAYMORE)	7				7	
TOTAL	70.5	14			63.5	
COMBAT SKILLS AND TECHNIQUES						
FIRST AID	8	8		8		
NBC <u>5/</u>	4	4		2	2	
TACTICAL TRAINING	29	3			29	
MARCHES AND BIVOUACS <u>6/</u>	17	6	7	11		6
TOTAL	58	21	7	21	31	6
PERFORMANCE TESTING & EVALUATION <u>7/</u>						
TOTAL	17	8	4		6	
PHYSICAL FITNESS <u>8/</u>						
TOTAL	36	7		SEE NOTE 8		SEE NOTE 8
ADMINISTRATIVE REQUIREMENTS						
COMMANDERS TIME	16	4			4	
UNIFORM FITTING <u>9/</u>	2	4			2	
ORIENTATIONS	3.5		1	1	1	
IMMUNIZATIONS	3					
EQUIPMENT TURN-IN	3	2			2	
OUT-PROCESSING	3	2			2	
NATIONAL HOLIDAY	8					
GUARD UNIT	8					
DETAIL UNIT	8					
PAYDAY ACTIVITIES	4					
GRADUATION ACTIVITIES	4	1				
TOTAL	62.5	13	1	1	11	
GRAND TOTAL	308	85	30	64	111.5	17

NOTES

1. This proposal would be further refined prior to implementation.
2. Training through platoon drill should be given prior to the ADT phase.
3. Inspections during ADT phase will be at the discretion of the Drill Sergeant within available time. Trainees should receive instruction in how to stand an in-ranks inspection prior to arrival at the ADT site.
4. BRM Program reflects the average time utilized at McClellan to complete the program (37 hours plus 13 hours of reinforcement).
5. Introduction to NBC defense, masking drill, and NBC protective measures will be taught during Phase I. Wearing individual protective clothing and mask confidence exercise will be conducted during ADT.
6. Trainees must complete the seven and ten mile road marches prior to ADT and the 15 mile march after ADT. Trainees will spend four nights in a field bivouac while on ADT status.
7. In the end of cycle test the trainee will demonstrate proficiency in the common tasks outlined in TRADOC Pam 600-4. Trainees must receive remedial training in those tasks they receive a "NO GO" in and be retested at home station prior to certification as a CAS graduate.
8. Home station unit commanders will insure trainees arrive at the ADT site in adequate physical condition to undergo extensive field training. They will also be required to verify a trainee has achieved the Baseline physical standards prior to certification as a CAS graduate.
9. Parent units should make a maximum effort to issue Phase I clothing prior to arrival at ADT site. Since extensive pretraining will take place this will allow the home station unit time to order and fit uniforms.



DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL
WASHINGTON, D.C. 20310

30 JAN 1978

DAPE-MPT

SUBJECT: Female Civilian Acquired Skills Program Basic
Training

Commander
US Army Training and Doctrine Command
ATTN: ATTN
Fort Monroe, VA 23651

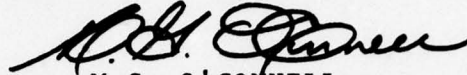
1. To insure women in the Guard and Reserve Forces receive consideration equal to that received by men, a Women in the Army - Reserve Component (WITA-RC) Steering Committee was formed to review past methods and recommend new initiatives in numerous areas. One task asks if the Civilian Acquired Skill (CAS) Program for females is feasible and desirable. Past experience has shown that this option is feasible. Additionally, both NGB and OCAR have expressed a strong desire to continue this program as a necessary recruiting option.
2. In reviewing the desirability to continue this option, it was determined that, with the advent of Common Basic Training, the training conducted in the CAS program is not the equivalent of Common BT. This determination has impact on the deployability of those females in the event of unit activation. The key difference between the two modes of training is the instruction received in the skills necessary for battlefield survival, i.e. weapons qualification, tactical training and field training.
3. Accordingly, request your headquarters review the current CAS training program for both active and inactive duty phases with the view towards making that program the equivalent of common BT. Consideration should be given towards qualifying the female trainee with the M16A1 as well as increasing the tactical training. Elimination of non-essential subjects, or movement of subjects between the active and inactive duty phase is also considered appropriate. The two week active duty training period should not be expanded. However, if additional hours or subjects are required, expansion of the inactive duty training portion may be necessary.

DAPE-MPT

SUBJECT: Female Civilian Acquired Skills Program Basic
Training

4. Point of contact for this headquarters is Major
Marcinkowski (AV 225-4061). Request your POC be identified
NLT 3 Feb 78 with your recommendations being made NLT 3
March 1978.

FOR THE DEPUTY CHIEF OF STAFF FOR PERSONNEL:



M.G. O'CONNELL
Colonel, GS
Chief, Training Division

15-1-7

CHAPTER 16

Reserve Component Options

Following Active Duty

TABLE OF CONTENTS

	<u>PAGE</u>
SECTION I. STATEMENT OF PROBLEM	16-2
SECTION II. BACKGROUND	16-2
SECTION III. METHODOLOGY	16-3
SECTION IV. FINDINGS AND DISCUSSION	16-3
SECTION V. CONCLUSIONS	16-5
SECTION VI. RECOMMENDATIONS	16-6

I. STATEMENT OF PROBLEM

Examine policies and procedures to determine whether eligible female personnel, upon leaving active duty, receive appropriate information about continuing their military career in the ARNG/USAR or in the Individual Ready Reserve (IRR).

II. BACKGROUND

In accordance with AR 635-10, an individual or group orientation briefing is required for enlisted personnel being separated at Army transfer activities. Individuals who have a continuing military service obligation are provided a prescribed oral briefing about the Reserve Components and their responsibilities in regard to completing their military obligation. AR 635-10 suggests that an ARNG/USAR officer be requested to present this part of the briefing to the obligated group. Women who are being separated from the Army are provided an orientation at the transfer point concerning benefits derived from continued participation with the ARNG/USAR.

Beginning in 1972, ARNG in-service recruiters/USAR reenlistment NCOs have been positioned at each of the Army transfer activities, for the purpose of in-service recruiting. Their positioning with the transfer activity allows them to develop and implement a systematic program for identifying and contacting eligible service members during the entire period they are processing for separation. They not only advise and counsel personnel about the

ARNG/USAR but also are authorized to enlist them for a specific unit vacancy in a USAR unit near their home, or obtain a conditional agreement committing the member to the ARNG of his or her home state.

III. METHODOLOGY

Policies and procedures at Army transfer activities and the mission of ARNG recruiters/USAR reenlistment NCOs were reviewed. The views of major ARNG/USAR commands in respect to this issue were considered. Lastly, a proposed revision to AR 635-10 was analyzed and evaluated.

IV. FINDINGS AND DISCUSSION

At present, there is no indication that any orientation briefing is provided, to include information about ARNG/USAR opportunities, for women officers who are leaving extended active duty and have no further military service obligation.

At Department of the Army level, the Military Personnel Center (MILPERCEN), as proponent of AR 635-10, is currently staffing a proposed revision and publication is expected not later than 31 July 1978. The proposed revision of AR 635-10 continues the requirement for an orientation briefing for all obligated personnel. Although not explicit in regard to obligated women in this section, the distinction between women who enlisted on or after 1 February 1978 is clarified in a paragraph concerning non-obligated personnel. The ARNG recruiter/USAR reenlistment NCO assigned, attached, or

servicing the installation is identified as the person who should present the ARNG/USAR portion of the briefing for the obligated enlisted service members. As before, this oral briefing is prescribed in full; however, the more specific details of individual obligations are in a fact sheet format.

Guidelines for the orientation briefing that will be presented to non-obligated personnel refer to enlisted women and female officers, as well as men who have no further military commitment. These personnel will be informed about the benefits of serving in an ARNG/USAR troop unit. The proposed regulation also provides the rationale for the orientation by explaining that unless these members, men and women, volunteer for participation in the Reserve Components, they will be discharged. (In the case of female officers, they would resign their commissions.) At a minimum, non-obligated personnel would be further referred to the local ARNG recruiter/USAR reenlistment NCO or to the National Guard Armory/US Army Reserve Training Center nearest their residence.

The ARNG recruiters/USAR reenlistment NCOs at the transfer points provide a knowledgeable person to present the ARNG/USAR portion of the required briefing for obligated personnel at separation. The greater advantage of such assignments lies in the earlier opportunity to reach eligible personnel throughout their processing for separation. If the in-service recruiting program is adequately supported by the installation/activity commander, information about

the ARNG/USAR which is not otherwise readily available within the active Army can be provided at an opportune time and on a person-to-person basis.

More than half of the ARNG/USAR commands that responded to this issue indicated that enlisted men and enlisted women presently are being given adequate information during the separation process about continuing their military service. Some went on to say that the in-service recruiting program has greatly improved a formerly poor situation and has "paid off" in prior service accessions. Several indicated that enlisted women in their command stated that they did not receive any information about the ARNG/USAR when they were separated. Six commands suggested that more emphasis was needed to contact women officers who were leaving active duty.

V. CONCLUSIONS

The revised version of AR 635-10 provides for informing enlisted women about the ARNG/USAR during the separation process. If the proposed revision is implemented as written, it will, by exception, include enlisted women in the required briefing for obligated personnel. The revision focuses more precisely upon non-obligated women and men, and female officers, although the content of this briefing is not explicit.

The ARNG recruiters/USAR reenlistment NCOs on duty at Army transfer activities enhance the RC recruiting effort.

More emphasis should be given to earlier contact with women officers who are being released from active duty. An in-service effort could ensure that their training and experience are not lost to the Army simply because they have not been provided timely and adequate information about retaining their commission.

VI. RECOMMENDATIONS

That NGB/OCAR provide continuing coordinated guidance for ARNG in-service recruiters/USAR reenlistment NCOs to ensure that enlisted women receive early orientation about ARNG/USAR service.

That NGB/OCAR develop a coordinated in-service program to ensure that female officers receive early information about ARNG/USAR opportunities.

That ODCSPER-MP, in coordination with NGB/OCAR and MILPERCEN, continue actions to revise AR 635-10 to clarify the type of briefing required for obligated/non-obligated personnel, male and female, officer and enlisted.

That ODCSPER, in coordination with NGB/OCAR and MILPERCEN, consider development of detailed briefings and handouts covering the benefits of Reserve Component service, for use in orienting non-obligated personnel at transfer activities.

CHAPTER 17

Increased Assignment of Women Officers to ARNG and USAR Units

TABLE OF CONTENTS

	<u>PAGE</u>
SECTION I. STATEMENT OF PROBLEM	17-2
SECTION II. BACKGROUND	17-2
SECTION III. METHODOLOGY	17-2
SECTION IV. FINDINGS AND DISCUSSION	17-2
SECTION V. CONCLUSIONS	17-6
SECTION VI. RECOMMENDATIONS	17-7

I. STATEMENT OF PROBLEM

Determine measures which can/should be taken to increase the number of women officers serving in ARNG and USAR troop program units (TPU). Consider capability in the various commissioning sources.

II. BACKGROUND

The current commissioning sources of women officers for ARNG/USAR TPU include direct appointment, Reserve Officers' Training Corps (ROTC), active Army Officer Candidate School (OCS), Reserve Components (RC) OCS, and State Army National Guard OCS.

III. METHODOLOGY

Determine ARNG/USAR women officer requirements. Determine present production capability for each commissioning source. Coordinate with Training and Doctrine Command (TRADOC) for ROTC and active Army OCS, the National Guard Bureau (NGB) for State ARNG-OCS, the Office of the Surgeon General (OTSG) and Reserve Components Personnel and Administration Center (RCPAC) for direct appointments. Consider capability of various commissioning sources and compare requirements with source capability.

IV. FINDINGS AND DISCUSSION

- a. Officer strength, ARNG and USAR troop program units (TPU):

as of 30 September 1977, a breakout of the officer strength of ARNG/USAR TPU, by grade and gender, is shown below.

	<u>Total</u>	<u>06</u>	<u>05</u>	<u>04</u>	<u>03</u>	<u>02</u>	<u>01</u>
<u>ARNG</u>							
Male	26,471 ^{1/}	827	1,987	4,203	9,570	5,236	4,494
Female	590	2	12	47	191	122	216
(Line)	(183)	-	-	(4)	(35)	(44)	(100)

<u>USAR</u>							
Male	29,870 ^{2/}	1,313	3,353	6,122	12,032	5,930	1,035
Female	2,282	60	120	298	1,265	432	107
(Line)	(334)	-	(6)	(24)	(151)	(94)	(59)

1/ ARNG Total includes 154 male general officers.

2/ USAR Total includes 85 male general officers.

As indicated by the foregoing data, women line officers constitute only a small percentage of both the overall and the female RC TPU strength. Therefore, this task primarily covers considerations for female line officers.

b. The ARNG/USAR have projected the following requirements for FY 79 through FY 84.

Requirements/Gains/Female Line Officers

	<u>FY 79</u>	<u>FY 80</u>	<u>FY 81</u>	<u>FY 82</u>	<u>FY 83</u>	<u>FY 84</u>
ARNG	324	359	394	430	465	501
USAR	<u>475</u>	<u>657</u>	<u>856</u>	<u>957</u>	<u>835</u>	<u>838</u>
Total	799	1,016	1,250	1,387	1,300	1,339

c. Projections of women line officer accessions by major commissioning source for the RC are as shown below.

	<u>FY 79</u>	<u>FY 80</u>	<u>FY 81</u>	<u>FY 82</u>	<u>FY 83</u>	<u>FY 84</u>
RC OCS	8	13	15	18	23	23
ARNG OCS	53	53	53	53	53	53
ROTC ^{1/}	<u>900</u>	<u>1,200</u>	<u>1,500</u>	<u>2,000</u>	<u>2,500</u>	<u>2,500</u>
Total	961	1,266	1,568	2,071	2,576	2,576

^{1/}Includes both active duty (AD) accessions (for active Army service) and active duty training (ADT) accessions (for RC service). Also assumes ROTC program will be resourced to produce 10,000+ officers by 1983.

d. During the period FY 80 to FY 84, there will be an increasing number of women line officers produced for service in the Reserve Components, primarily from the ROTC program. It is expected that approximately 60% of those commissioned from ROTC will be available for assignment to Reserve Component TPU. In the outyears, the major commissioning sources for women line officers (ROTC, ARNG OCS, RC OCS) thus should largely satisfy anticipated RC requirements. Any shortfalls, once RC female strength goals have been validated (see Chapter 3), could be accommodated by expanded use of major commissioning sources, as well as such use of direct appointments as may be necessary.

e. A new program for the assignment of School Year (SY) 1978 ROTC officers has positive implications for increasing the number

of women line officers serving in ARNG and USAR TPU.

(1) The program, initiated in January 1978, involves the Professors of Military Science (PMS), State Adjutants General, CONUS Army Commanders and the Commander, RCPAC, in the ROTC production process. The objective is to maximize the number of SY 1978 ROTC officers assigned to RC TPU. The program emphasizes early selection of cadets for assignment to TPU and decentralizes the assignment process to the local PMS.

(2) In general, State AG's (ARNG) and CONUS Army Commanders (USAR) submit a list of vacancies appropriate for fill with ROTC ADT officers to RCPAC. RCPAC then provides each PMS with a consolidated list for recruiting and assignment purposes. RCPAC also opens a "request net" and PMS's will call in cadet preferences. RCPAC will determine branch assignments and assign SY 1978 ROTC ADT officers on a first come, first served basis based on unit openings and individual preferences. Vacancies which cannot be filled with SY 1978 cadets will be filled with SY 1977 graduates. SY 1978 results will be evaluated using the ROTC ADT Officer Report (DCSPER 460) which is designed to "track" ROTC ADT officers throughout their eight-year obligation. The actual number who are assigned to TPU or to the Individual Ready Reserve (IRR) will be known during the summer of 1978 after cadets are commissioned.

(3) Results to Date. During February 1978, the Military Personnel Center (MILPERCEN) released the AD and ADT lists for

SY 1978 ROTC officers. Included were 1,711 ADT officers. Subsequently, RCPAC forwarded a list of approximately 2,000 ARNG and 3,000 USAR unit requirements to each PMS. PMS's counseled cadets and, in coordination with RCPAC, slated 1,218 of the 1,711 for assignment to Reserve Component units - 468 for the ARNG and 750 for USAR units. All cadets slated were notified by RCPAC, through their PMS's, of their tentative assignments. Additionally, the ROTC ADT officers have been scheduled for officer basic courses (OBC).

(4) Female Participation. Action is underway to determine the numbers of women cadets who are participating in this program.

V. CONCLUSIONS

Based upon the current ROTC ADT program, ROTC is destined to become one of the major sources for obtaining women junior line officers for the RC. Direct appointments continue to be the primary source of special branch officers. In SY 78, there will be 400+ women line officers commissioned from ROTC for service in the Reserve Components. By 1980, it appears that available commissioning sources should meet anticipated RC requirements for women line officers. Once RC female strength goals have been validated, any shortfalls could be accommodated by expanded use of available commissioning sources.

VI. RECOMMENDATIONS

That HQDA, in concert with RCPAC, continue to monitor the assignment of ROTC ADT officers to TPU; statistics to identify personnel as male or female must be a part of the total process.

That ARNG and USAR commanders continue to encourage eligible women to apply for OCS and direct appointments.

CHAPTER 18

Career Development Opportunities for Women Officers

TABLE OF CONTENTS

	<u>PAGE</u>
SECTION I. STATEMENT OF PROBLEM	18-2
SECTION II. BACKGROUND	18-2
SECTION III. METHODOLOGY	18-3
SECTION IV. FINDINGS/DISCUSSION	18-3
SECTION V. CONCLUSIONS	18-5
SECTION VI. RECOMMENDATIONS	18-6
ANNEX A. USAR REQUIREMENTS FOR OFFICER PROMOTION	18-A-1

I. STATEMENT OF PROBLEM

Examine management methodology to determine whether equity in career development is assured for women officers in the ARNG/USAR.

II. BACKGROUND

Individual officers, commanders, and personnel managers share the responsibility for the career development of the officer corps, both in active Army and the Reserve Components (RC).

Historically, the ARNG/USAR officer has been obliged to exercise a considerable degree of self-management and participation in the process since he or she generally pursues a military career on a part-time basis.

An Officer Personnel Management System (OPMS) is presently being implemented in the RC. OPMS-ARNG is operated at the state level in approximately 25% of the states. OPMS-USAR, operated by the Reserve Components Personnel and Administration Center (RCPAC), will enter Phase III of a three-phase implementation program in October 1978. By end FY 79, all USAR officers will be integrated into OPMS. The objectives of OPMS are to develop and train officers in the right numbers and the right skills to meet mobilization requirements while providing individual officers the advantage of a coordinated professional development and management program which recognizes individual competence and desires.

III. METHODOLOGY

Career development patterns for officers and available avenues for advancement in the ARNG/USAR were identified. OPMS objectives and career guidelines prescribed for ARNG/USAR officers were reviewed. The strength of women officers and their assignment status were analyzed and the views of the State Adjutants General and major USAR commanders were considered.

IV. FINDINGS/DISCUSSION

The means for career development in the ARNG/USAR include assignments, advanced training/education, and promotion. Except for limitations imposed by the combat exclusion policy for women, these avenues are open to all officers, male and female, who meet the prescribed qualifications.

Assignment Opportunities. Troop Program Unit (TPU) assignment opportunities generally are limited to the number of positions available in the appropriate (or next higher) grade in ARNG/USAR units located within a fixed geographical area. As a result, the careers of many ARNG/USAR officers have been confined to one command or unit of assignment. Unit commanders usually are responsible for selecting and assigning personnel to fill unit vacancies, and for providing cross-training and on-the-job training opportunities for unit members. Officer personnel are generally rotated among available positions to broaden experience and to prepare them for promotion in projected vacancies. Due to serious shortages of Army Medical Department (AMEDD) officers, unit vacancies for most AMEDD branches can be filled without regard to grade limitations.

Individual Ready Reserve (IRR) assignments may include mobilization designee positions, "Counterpart" active duty for training (ADT) with active Army units in positions compatible with professional needs, or school training. Under OPMS-USAR, it is visualized that IRR officers would have the opportunity to rotate into the unit structure. Non-unit officers can also be attached to a unit for training in a non-pay status; for example, officers in the IRR who attend or instruct classes with a USAR school. No inequities in assignment opportunities for women have been identified.

Advanced Training/Education. Opportunities and options for training and education have expanded widely for ARNG/USAR personnel in the past decade. The availability of training opportunities allows participating members to complete military educational prerequisites for promotion in addition to expanding their overall professional development. (See Annex A, Requirements for Officer Promotion, extracted from RCPAC Pamphlet 140-1 as an example.) As indicated in Chapter 19, no inequity is apparent in the advanced educational opportunities available to women officers.

Promotion. By law, each commissioned officer of the ARNG/USAR who is satisfactorily participating is mandatorily considered for promotion when he/she has served the required number of years total service and years in grade. Officers assigned to TPU's may also be considered for promotion to fill unit vacancies without regard to the total years of service. Officers must meet the

prescribed military educational requirements and physical fitness standards. The Officer Evaluation Reports are primary items of interest in the promotion selection board process and additional training, education, and voluntary participation are also considered. Available data indicate that women receive equal opportunity for promotion. However, it is noted that relatively few women line officers are assigned to TPU's, which permit earlier promotion consideration. (See Section IV, Chapter 17.)

Views of the ARNG/USAR Commands. For the most part, respondents believed that women officers are provided equity in career development; however, many pointed out that there were, as yet, few female officers in the force. Some ARNG responses noted that women officers have fewer opportunities than men due to the large number of combat units and positions in the ARNG. The majority of the USAR remarks focused upon OPMS-USAR as a means to provide equitable treatment for all officers.

V. CONCLUSIONS

RC career development policies provide equal opportunity for women.

No inequitable practices have been identified.

Implementation of RC OPMS provides for professional management assistance and guidance for career development; however, the individual officer's interests and efforts in enhancing his/her professional growth will continue to be key to the process.

VI. RECOMMENDATIONS

Career opportunities for women officers should be included in reviews of OPMS application in the RC.

REQUIREMENTS FOR OFFICER PROMOTION

To Grade of:	Time in Grade (Years)		Total Years Service		Required Military Education for Promotion Unit and Non-Unit Personnel	Educational Programs
	Unit	Non-Unit	Unit	Non-Unit		
First Lieutenant	3	3		3	Any Officer Basic Course	Army Correspondence Course or attendance at appropriate Army Service School. Combination of USAR School and Army Correspondence Course
Captain	2	4		6	Any Officer Basic Course	
Major	4	7		12	Officer Advanced or Career Course in Branch to which officer is assigned or serving	Three interchangeable programs which may be taken individually or in combination are: (1) (Branch) Officer Advanced Correspondence Course (2) (Branch) Officer Advanced Course Non-Resident/Resident (3) (Branch) Officer Advanced Course (USAR School)
Lt Colonel	4	7		17	50% of Command and General Staff College* or have completed either the Logistics Executive Development Course (LEDC) or all five phases of the Associate Logistics Executive Development Course (ALEDC)**	Resident/Non-Resident instruction (Correspondence and/or USAR School); Attendance at Army Service School
Colonel	3	Announced Annually		Announced Annually	Command and General Staff College SEE NOTE	Resident/Non-Resident instruction (Correspondence and/or USAR School); Attendance at Army Service School
CWO-2	3	3				
CWO-3	6	6				
CWO-4	6	6				

* Remaining 50% must be completed within three years from the date officer is promoted to Lt Colonel. (Pertains to those officers selected on or after 1 July 1972).

** It is recommended that officers complete the C&GS Course before starting the Logistical Course since C&GS is required for promotion to the grade of Colonel.

ADDED NOTE: As an alternative method, the JAGC may qualify educationally for promotion to the grades of LTC and Colonel through satisfactory completion of the JAGC RC General Staff Course, but are still encouraged to qualify through the C&GSC course.

Effective 1 Jan 77 and until further notice, mandatory military education requirements for promotion are waived for MC, DC, VC, ANC, AMSC and MSC officers with SSI 68. MSC officers with SSI 67 will continue to be required to complete mandatory military education requirements specified in AR 135-155.

CHAPTER 19

Advanced Training and Education Opportunities

TABLE OF CONTENTS

	<u>PAGE</u>
SECTION I. STATEMENT OF PROBLEM	19-2
SECTION II. BACKGROUND	19-2
SECTION III. METHODOLOGY	19-2
SECTION IV. FINDINGS AND DISCUSSION	19-2
A. Findings	19-2
B. Discussion	19-4
SECTION V. CONCLUSIONS	19-5
SECTION VI. RECOMMENDATIONS	19-5

I. STATEMENT OF PROBLEM

To determine whether women in the Reserve Components receive equitable consideration for advanced training and education.

II. BACKGROUND

The Army's Affirmative Action Plan includes an objective of equal opportunity for career development of female personnel. As a specific goal, the Reserve Components are seeking and instituting ways and means of increasing representation of women in career schools.

III. METHODOLOGY

NGB and OCAR were asked to review application and selection procedures for enrolling females in professional development enlisted and officer courses. The Reserve Components Personnel and Administration Center (RCPAC) was asked to furnish data relative to numbers of women in the Individual Ready Reserve (IRR). NGB, OCAR and RCPAC were asked to (1) determine present degree of women participation; (2) suggest means of promoting participation; and (3) provide suggestions to further stimulate female participation.

IV. FINDINGS AND DISCUSSION

A. Findings

(1) Enrollment in correspondence courses listed in DA PAM 351-20 is open to RC personnel who meet the minimum standards prescribed by the appropriate service school.

(2) RC personnel may apply for resident and resident-nonresident courses listed in DA PAM 351-4 provided the applicant meets established prerequisites.

(3) Enrollment statistics for correspondence or resident courses are not retrievable by sex.

(4) The RCPAC data base continues to report USAR women line officers as WAC rather than by the branch to which they are permanently detailed, although women officers in the Army Medical Department are reported by their special branch designation. Because opportunities for military education (and tours of duty) may specify branch (e.g., Finance, Signal, AG) among the qualifications sought, officers identified as WAC, rather than AG for example, could be omitted in the notification and selection process.

(5) While separate statistics for RC female participation in advanced training and education have not been maintained, it is known that only a small number have attended advanced schooling, e.g., sergeants major academy, command and staff college, and senior service college. This is considered to be a function of few eligible women rather than an inequity in the selection process. These data, showing the RC female officer strength in selected grades as of 30 September 1977, bring the foregoing into focus:

	<u>0-6</u>	<u>0-5</u>	<u>0-4</u>	<u>0-3</u>
ARNG	2	12	47 <u>1/</u>	191
USAR (Ready Reserve)	109 <u>2/</u>	159 <u>3/</u>	352 <u>4/</u>	1,657

1/ Reflects highest grade attained by women line officers (4).

2/ Includes 4 women line officers.

3/ Includes 23 women line officers.

4/ Includes 48 women line officers.

B. Discussion

(1) All RC personnel are advised of military training and educational opportunity by Bulletins, Command Information Programs, and Pamphlets.

(2) A letter to State Adjutants General, requesting their support in efforts to increase ARNG participation in career schooling, will be dispatched annually. Quarterly announcements will be placed in Personnel Pointers (ARNG Personnel Information Bulletin) and a Command Information Poster will be designed to inform ARNG personnel of training and educational opportunities.

(3) RCPAC Pamphlet 140-1, which provides information concerning education and training opportunity (as well as other personnel management information), will be periodically updated and forwarded by RCPAC to all personnel entering the IRR.

(4) It is anticipated that the Officer Personnel Management System (OPMS-USAR and OPMS-ARNG) being implemented in the Reserve Components will help to insure that every RC officer is advised of the military training and education which will be essential for advancement as well as available opportunities for training to insure competency

in their specialty fields. Using one example, as a part of their career development, outstanding officers will be encouraged by their career managers to apply for senior service schools. It is anticipated that this approach will provide more qualified applicants. As the number of RC field grade women officers increases, more women can be expected to apply for and be selected for advanced career schools. At this time the Enlisted Personnel Management System for the RC is in the conceptual stages and is expected to provide a greater impetus for enlisted members to seek advanced training and education. Unit commanders will continue to encourage individuals to take advantage of existing training options.

V. CONCLUSIONS

Available information indicates that few women have participated in advanced training and education programs; however, there is no evidence showing that disparities of opportunity exist. Ongoing and planned actions as outlined in IV B above should enhance female (and male) participation in career schooling. Maintenance of application/enrollment statistics by gender would facilitate assessment of equal treatment.

V. RECOMMENDATIONS

Maximum publicity concerning opportunities for advanced training and education should be directed to qualified personnel, to include women, encouraging them to apply.

Prospective applicants should be made aware of ways and means to attain eligibility for higher level professional schooling or training.

Application and enrollment statistics should be maintained by gender at appropriate levels of command.

The RCPAC data base should be modified to identify WAC officers by their detail branches and specialty skill identifiers.

CHAPTER 20

Unit Assignment and Advancement Opportunities

TABLE OF CONTENTS

	<u>PAGE</u>
SECTION I. STATEMENT OF PROBLEM	20-2
SECTION II. BACKGROUND	20-2
SECTION III. METHODOLOGY	20-2
SECTION IV. FINDINGS AND DISCUSSION	20-3
SECTION V. CONCLUSIONS	20-5
SECTION VI. RECOMMENDATIONS	20-5
ANNEX A. ARNG/USAR UNIT ENLISTED STRENGTHS	20-A-1

I. STATEMENT OF PROBLEM

To review policies and practices to determine whether ARNG/USAR enlisted women receive equitable consideration for assignment/ advancement to unit vacancies and leadership positions.

II. BACKGROUND

Neither the ARNG nor the USAR have a centralized personnel management system; therefore, personnel actions are a function of the lowest level of command. Personnel actions, such as assignment and promotion, are limited by the number of authorized spaces of the MTOE or TDA for the type unit(s) located within a fixed geographical area. Personnel generally may be assigned and/or promoted only when an appropriate space is vacant within the unit. Promotion in the ARNG is governed by National Guard Regulation (NGR) 600-200 and in the USAR by AR 140-158. For the most part, reassignments cannot be directed outside a command because of the geographical separation of units; however, Reserve Component personnel may voluntarily seek reassignment for the purpose of gaining a promotion or leadership position.

III. METHODOLOGY

FORSCOM and NGB were requested to survey selected commands/units to ascertain whether the present policies are causing any adverse effects, the nature and scope of any such effects, and recommendations for corrective action.

IV. FINDINGS AND DISCUSSION

A. Policies

Equal opportunity exists for men and women or justification is provided for any difference. The major difference is that women, by Department of the Army policy, are excluded from assignment to some type units and some MOS's which are combat related. Thus, insofar as the assignment of women is restricted so are their promotion opportunities restricted.

A unit vacancy generally must exist in the higher grade before promotion is possible. Because fewer spaces are authorized for the top three enlisted grades, and because personnel assigned to those spaces tend to remain in the unit, promotion possibilities are limited for all personnel.

B. Enlisted Women - ARNG/USAR Strength

Both the ARNG and the USAR began to actively recruit women in 1972. As displayed in the Strength of the Army Reports (DCSPER 46) as of 30 June 1972 and 30 September 1977, the number of enlisted women in the ARNG units increased from 15 to 12,300 and in USAR units from 363 to 19,346. Consequently, the majority of women assigned to the ARNG/USAR units are found in the lower enlisted grades and are only sparsely represented among senior non-commissioned officers, as shown in Annex A. The majority of women do not yet have enough time in service or time in grade to be eligible for promotion above E-5, regardless of whether a unit vacancy exists.

Some women in the ARNG/USAR, however, have reached E-4 or E-5 more rapidly than most of their male counterparts due to the number of women who have qualified for enlistment under the civilian acquired skills program (CASP). This program provides for entry at the E-3 level and accelerated promotion on the basis of job skills and job performance following basic training. Although qualified men may also enter via the CAS program, it is most attractive to women who bring with them the administrative or medical skills required by the Reserve Components.

Approximately 30% of the women in the USAR are prior service personnel compared to 19% in the ARNG. Furthermore, over 74% of the women in the ARNG and 84% in the USAR are assigned in the traditional administrative, medical and supply fields.

C. Survey Results

The results of the FORSCOM sample survey of USAR units with the largest and smallest female populations indicate that current policies are equitable and provide for advancement and assignment opportunities for enlisted women.

The National Guard Bureau surveyed representative Adjutants General of states with units of both high and low density female population. These responses also consider that policies are adequate and allow women to advance in units open to their assignment.

Additionally, the majority of the major Reserve Component commands which commented about this issue believed that policies for assignment and advancement are equitable. However, most recognized that the combat constraints applied to women limit their upward mobility in many units, particularly those in the ARNG with combat missions. There was significant debate among respondents as to whether the policies were, in fact, equitably applied by all commanders due to a reported tendency to view women only in traditional roles, e.g., administrative. At the same time, several observed that women, as well as men, needed to be encouraged to develop soldier and leadership skills.

V. CONCLUSIONS

Based upon the above, it would appear that policies are adequate to provide all personnel equitable consideration for assignment/advancement to unit vacancies for which they qualify.

In the area of practices, as in the active Army, equity is a matter of concern for unit leadership. ARNG/USAR leaders face a particular challenge, given the relatively inflexible unit promotion situation, to insure equitable consideration of all eligible personnel as openings occur and as the women in the force mature in military skills and experience. .

VI. RECOMMENDATIONS

That the ARNG/USAR monitor, at appropriate command levels, assignment and promotion practices to assure equitable application of policies.

ARMY NATIONAL GUARD AND US ARMY RESERVE PERSONNEL BY SECTION AND GRADE (TROOP PROGRAM UNITS)^{1/}

Total Enlisted	<u>E-9</u>	<u>E-8</u>	<u>E-7</u>	<u>E-6</u>	<u>E-5</u>	<u>E-4</u>	<u>E-3</u>	<u>E-2</u>	<u>E-1</u>
<u>Army National Guard</u>									
Total Male	1,328	5,751	20,525	39,776	85,408	81,477	31,230	21,169	30,845
Total Female		1	53	324	1,944	3,234	2,097	1,005	3,642
Total Enlisted	1,328	5,752	20,578	40,100	87,352	84,711	33,327	22,174	34,487
<u>US Army Reserve</u>									
Total Male	1,267	4,254	13,176	22,619	35,148	37,505	9,378	7,813	3,230
Total Female	9	33	243	1,196	4,606	7,201	3,381	1,704	973
Total Enlisted	1,276	4,287	13,419	23,815	39,754	44,706	12,759	9,517	4,203

1/ SOURCE: National Guard Bureau, Strength of the Army (U), Part IIIA, Army National Guard (30 Sep 77) and US Army Reserve Components Personnel and Administration Center, Strength of the Army (U), Part III, Reserve Components USAR (30 Sep 77)

CHAPTER 21

Assignment and Utilization in MOS/Specialty

TABLE OF CONTENTS

	<u>PAGE</u>
SECTION I. STATEMENT OF PROBLEM	21-2
SECTION II. BACKGROUND	21-2
SECTION III. METHODOLOGY	21-3
SECTION IV. FINDINGS AND DISCUSSION	21-3
SECTION V. CONCLUSIONS	21-7
SECTION VI. RECOMMENDATIONS	21-7
ANNEX A. DISTRIBUTION OF ARMY ENLISTED WOMEN BY CAREER MANAGEMENT FIELD	21-A-1

I. STATEMENT OF PROBLEM

To review ARNG and USAR policies and practices to determine whether women receive equal treatment for assignment and utilization in their military specialty. If needed, determine appropriate corrective action.

II. BACKGROUND

A. General. The scope of this task covered personnel assignment and utilization policies and practices in enlisted and officer specialties of the ARNG and USAR. In general, personnel assigned to the Reserve Component units are managed on a decentralized basis at the unit level. Procurement and assignment of officers and enlisted personnel depend upon existing or programmed vacancies in unit(s) within a limited geographical area. Under this decentralized procedure, women may be assigned to units, positions and specialties which are open to them under the current combat exclusion policy.

B. Assignment/Utilization Policies and Practices. Personnel policies for the ARNG are guided by National Guard Regulation (NGR) 600-200; for the USAR by AR 140-10 and AR 140-158. Primarily, Reserve Component personnel are utilized in a duty MOS/specialty which is consistent with the skill in which the individual is trained. Non-prior service (NPS) personnel are enlisted for and must be trained in an MOS required by the unit of enlistment. However, there is no guarantee of continued use in the trained

skill due to changing mission requirements of the unit in the local area. Additionally, reclassification is often accomplished to provide high caliber soldiers the opportunity to qualify for promotion when an appropriate unit vacancy occurs or is projected. Officers may also undergo retraining in a different branch in order to qualify for the position requirements of a unit vacancy. Position vacancies are filled on a first-come, first-served basis in a non-discriminatory manner.

III. METHODOLOGY

The policies and practices followed in the assignment and use of ARNG/USAR personnel were identified. These were then reviewed to determine if women receive equal treatment. Additionally, ARNG and USAR were requested to provide pertinent information concerning practices and known areas of concern.

IV. FINDINGS AND DISCUSSION

A. Strength. Since 1972, when the Reserve Components began actively to recruit women, there has been a dramatic increase in the number of enlisted women assigned to ARNG/USAR units. This increase in itself indicates the growth of opportunity for women.

As of 30 September 1977, the ARNG had reached 12,300 (less than 4% of the enlisted strength) and has projected a FY 83 goal of 20,000. In USAR units, the female strength of 19,346 is approximately 12% of the enlisted force, and the projected goal for FY 83 is 37,700.

The small number of women officers in ARNG and USAR units is a matter of concern; approximately 600 and 2,300, respectively, were assigned as of 30 September 1977. Of these, 75% to 85% are women officers in the Army Medical Department.

B. Distribution of Women by Career Fields. Distribution of Reserve Component enlisted women by career field (Annex A) shows that the majority were concentrated in the administrative and medical fields (ARNG, 67%; USAR, 77%) as of 30 September 1977. By way of comparison, on that date, 45% of active Army enlisted women were in these traditional fields. Factors which serve to explain this concentration include the following: the majority of ARNG unit positions are in combat units/specialties which are closed to women; the USAR relies heavily on the Civilian Acquired Skills Program which primarily attracts women in traditional occupations; many women prefer traditional female roles; recruiters do not always make women aware of opportunities in nontraditional fields.

In general, women officers are similarly concentrated in traditional career fields, primarily as a reflection of jobs held while on active duty. For example, as of 31 December 1977, the majority of WAC officers were permanently detailed to the Adjutant General Corps, while 56% of USAR women warrant officers were Unit Personnel Technicians.

C. Unit Survey Results. During February 1978, the National Guard Bureau asked selected states to examine officer personnel policies and practices. The responses indicated that women officers are being assigned in accordance with their training and are receiving the same consideration as men for the assignments open to them. Additionally, all State Adjutants General and major USAR commanders were invited to comment about the issue during the course of the WITA-RC Review. Most views of respondents were not specific, stating only that women are receiving equal treatment for assignment and utilization; however, approximately 10% indicated that women's concentration in the administration field, whether by choice or design, limited their assignment flexibility. Two expressed the view that women should be made more aware of their options for choosing non-traditional MOS/specialties.

D. Results of USAR Analysis. The USAR indicated that recruiting objectives for FY 78 continue a heavy reliance on prior service (PS) personnel. The desired PS/NPS (non-prior service) mix of 72:28 often creates instant MOS mismatches in units since PS personnel may be enlisted for an existing or programmed unit vacancy in the appropriate grade or higher without regard to skill match. By contrast, the programmed PS/NPS mix for women is 30:70. Since NPS personnel are enlisted for and undergo training in an MOS required by the unit of enlistment, the incidence of MOS mismatch is greater for men than women.

In respect to women drill sergeants, additional limitations have arisen with the recent reorganization of the USAR Training Divisions into One Station Unit Training (OSUT) configurations. With the elimination of 9 of 12 combat support training brigades and the advanced individual training (AIT) mission of the training divisions, the assignment opportunities for women drill instructors in the USAR are limited to three brigade size elements. To remedy this situation, TRADOC has developed a proposed cellular type TOE applicable to USAR training divisions which would allow one or more basic training battalions per division in which women drill sergeants can serve. This proposed TOE is being staffed and the estimated time for completion is near the end of 1978. If the cellular TOE is approved, the MTOE of the Unit Training Divisions can be revised to include the new basic training battalions.

E. Data Base Omissions. The ARNG data base cannot reliably report the distribution of women officers by branch or by permanent detail to other branches. A similar situation exists for the USAR, in that the Reserve Components Personnel and Administration Center (RCPAC) data base continues to report women line officers as WAC rather than by the branch to which they are permanently detailed. Women officers in the medical services are reported by their special branch designation. Because opportunities for military education and tours of active duty generally specify branch (e.g., Finance, Signal, Transportation, Adjutant General) among

the qualifications sought, officers identified as WAC have been omitted in the selection process, thus limiting the female line officer's opportunity for some assignment considerations.

V. CONCLUSIONS

Within the constraints of the current combat exclusion policy, women in ARNG/USAR troop program units appear to receive equal treatment for assignment and utilization.

The concentration of both officer and enlisted women in traditional career fields limits flexibility in the employment of women in the ARNG/USAR. Greater emphasis should be placed upon enlisting women for the non-traditional jobs open to them, encouraging the retraining and reclassification of qualified women already in the force, and branching women officers entering the ARNG/USAR in a manner that ensures opportunity in all branches and specialties open to them.

VI. RECOMMENDATIONS

The ARNG and USAR should emphasize the use of women in non-traditional skills, to include recommending that more training seats be allocated for enlisted women in the non-traditional skill areas.

NGB and RCPAC should identify officers by specialty skill identifier (SSI) in addition to branch/detail branch to provide wider opportunities for female (and male) training.

ANNEX A

DISTRIBUTION OF ARMY ENLISTED WOMEN BY CAREER MANAGEMENT FIELD*
30 SEPTEMBER 1977

Career Management Field	Active Army (% of total) ^{1/}	ARNG (% of total) ^{2/}	USAR (% of total) ^{3/}
Air Defense Artillery	.07	.02	.01
Combat Surveillance - Target Acquisition	.03	-	-
Ballistic Missile Repair	.01	-	-
Air Defense Missile Maintenance	.06	.01	-
Non-Integrated Radar Maintenance	.21	.02	.01
Combat Missile Maintenance	.02	-	-
Aviation Communications - Electronics	-	-	.02
Field-Area Communications Maintenance	4.15	1.55	.29
Fixed Plant Communications Maintenance	1.28	.01	.01
EW/Intercept Systems Maintenance	-	-	.01
Electrical-Electronic Instrument Maintenance	.60	.35	.10
Wire Antenna-Central Office	1.20	.96	.37
General Engineering	1.05	.51	.70
Power Production	1.36	.20	.07
Chemical	.27	.08	.17
Ammunition	1.11	.13	.25
Field Services	.24	.08	-
Mechanical maintenance	3.09	2.05	.95

Incl 3

* Extracted from ODWAC notes of January 1978

Career Management Field	Active Army (% of total) <u>1/</u>	ARNG (% of total) <u>2/</u>	USAR (% of total) <u>3/</u>
Transportation	6.37	2.21	2.03
Aviation Maintenance	1.25	.53	.09
Administration	29.25	49.56	48.72
Telecommunications/ Audio-Visual	7.60	5.68	3.23
Automatic Data Processing	1.02	1.70	1.00
Supply	5.15	8.07	7.11
Topographic Engineering/ Map Reproduction	.37	.11	.17
Medical	15.79	17.23	27.97
Petroleum	.60	.09	.29
Food Service	8.41	2.16	2.66
Law Enforcement	3.96	4.85	1.65
Military Intelligence	1.15	.07	1.03
Band	.78	1.41	.35
Signal Intelligence	2.10	-	.32
Exceptional Management Specialties	1.43	.33	.45

1/ Calculated from: US Army Personnel Center, Strength of the Army (U), Part I, Active Army (30 September 1977), P. 21.2, 21.3. Statistics exclude personnel in the following categories: reporting codes; processing for separation; unknown; maneuver combat arms; field artillery - cannon.

2/ Calculated from: National Guard Bureau, Strength of the Army (U), Part IIIA, Army National Guard (30 September 1977). Reflects troop program unit (TPU) personnel; excludes personnel in reporting codes and those not accounted for. (422 of total 12,300).

AD-A055 103

DEPUTY CHIEF OF STAFF FOR PERSONNEL (ARMY) WASHINGTON D C F/G 5/9
WOMEN IN THE ARMY - RESERVE COMPONENTS (WITA-RC) REVIEW.(U)
MAR 78

UNCLASSIFIED

NL

3 of 4
AD
A055103



3/ Calculated from: US Army Reserve Components Personnel and Administration Center, Strength of the Army (U), Part III, Reserve Components USAR (30 September 1977). Reflects TPU personnel. Excludes personnel in the following categories: reporting codes; unknown; maneuver combat arms; field artillery; air defense artillery. (939 of total 19,346).

4/ USAR data covers telecommunications; public affairs and audio-visual.

CHAPTER 22

Attrition of Enlisted Women

(Interim Report)

TABLE OF CONTENTS

	<u>PAGE</u>
SECTION I. STATEMENT OF PROBLEM	22-2
SECTION II. BACKGROUND	22-2
SECTION III. METHODOLOGY	22-3
SECTION IV. FINDINGS/DISCUSSION	22-3
SECTION V. CONTINUING ACTIONS/MILESTONES	22-6
SECTION VI. ESTIMATED COMPLETION DATE/RESPONSIBLE AGENCY FOR FINAL REPORT	22-7
ANNEX A: Attrition Profile of a Cohort Group of USAR NPS Female Enlistees	22-A-1
B: Estimated Losses by Category to a Hypothetical Cohort Group of USAR NPS Female Enlistees Over a Three Year Enlistment	22-B-1
C: Estimated Losses by Category to a "Typical" Cohort Group of USAR NPS Female Enlistees Over a Three Year Enlistment	22-C-1
D: ARNG Accessions by Mental Group: 1 Jul 76 - 30 Jun 77	22-D-1
E: ARNG losses Prior to ETS	22-E-1
F: ARNG Female Losses Prior to ETS, 1 Jul 76 - 30 Jun 77, by Months of Service	22-F-1
G: ARNG/USAR Commanders' Comments	22-G-1

I. STATEMENT OF PROBLEM

Analyze attrition rates for ARNG and USAR enlisted women to establish appropriate procedures to enhance retention. Consideration should be given to pre-Expiration of Term of Service (ETS) and ETS.

II. BACKGROUND

Attrition for purposes of this analysis, is defined as the total of all losses not associated with specific, predetermined points of decision for the service member. From a practical standpoint, attrition losses are all losses other than those which occur at ETS, or at the completion of a statutory or contractual commitment to serve in a unit. Generally, attrition losses for ARNG and USAR units are parallel to those of the Active Army (death, disability, disciplinary discharges, trainee discharges, personal hardships, dependency, etc.) However, there is a significant additional category of attrition losses unique to ARNG and USAR.

These unique RC attrition losses are those attributable to the necessary subordination of the soldier's part-time service in the RC to the full-time civilian occupation. Typically, such losses occur when the soldier moves to a location where the individual cannot reasonably serve in a unit due to distance, lack of a vacancy, or similar reasons. Another example is when the soldier changes civilian occupation and the new job requires the individual to work during drill periods.

Another category of attrition losses unique to women in the USAR is the premature transfer to the Individual Ready Reserve (IRR). This category stems from a combination of contract structure, policy, interpretation in law. In essence, and as a practical matter, women in USAR units may choose to transfer to the IRR at any time during their enlistment without meeting the normal tests of civilian occupation conflict, personal hardship, or similar tests. This loophole should be closed as a result of implementation of the six-year military service obligation for all persons under age 26 and the resulting tighter enlistment contract which will be used. It appears, however, that there will be no impact on those who enlisted prior to 1 February 1978. Failure to meet enlistment standards is a loss category unique to the ARNG. Losses in this category should be reduced as the ARNG use of Armed Forces Examining and Entrance Stations (AFEES) increases.

III. METHODOLOGY

A review of ARNG and USAR data was conducted to identify differences in data collecting methods, data array methods, cohort groups, and time periods. The various attrition categories were reviewed to determine which were significant. Alternative approaches will be developed to improve comparability of selected categories. Subsequently, an evaluation of alternative approaches will be developed and evaluated for potential effectiveness. Finally, the selected alternatives will be combined into a unified plan to include all actions required, such as changes to regulations, statutory changes, etc.

IV. FINDINGS/CONCLUSIONS

The USAR Manpower Program Team, Manpower Program Division, ODCSPER, collected attrition data on USAR cohort groups of Non Prior Service (NPS) female enlistees over a three-year period. Categories of attrition are:

training losses, dental/medical disability, adverse type discharges, premature transfer to IRR, premature transfer to Standby Reserve (SR), transfer to other RC, active duty, other losses, and unknown. "Other losses" are known losses which cannot be categorized under one of the preceeding categories. "Unknown" losses are those for which the reasons for the loss are not entered in the automated data system. .

The attrition data presented in the above categories is then related to personnel surviving to ETS, transfers to IRR at ETS, and those continuing to serve.

Annex A graphically portrays an attrition profile of a cohort group of USAR NPS female enlistees.

Estimated losses by category to a hypothetical cohort group of USAR NPS female enlistees over a three year enlistment (enlisting after 1 Feb 78) are identified in Annex B. Attrition accounts for 44% while 56% survive to ETS, with 24% of these transferring to the IRR at ETS and 32% continuing to serve.

Estimated losses by category to a "typical" cohort group of USAR NPS female enlistees over a three year enlistment are outlined in Annex C. Attrition accounts for 56% while 44% are those surviving to ETS, with 12% of these being ETS losses and 32% continuing to serve.

NGB review of the USAR Manpower Program Teams' method of gathering attrition data revealed that at least four months would be needed to complete a comparable ARNG analysis. NGB conducted an analysis of enlisted women attrition during the first twelve months of service. ARNG enlisted women accessions and losses for the period 1 Jul 76 to 30 Jun 77 are: 5,471 accessions and 3955 losses. Based on more stringent enlistment criteria, women accessions are generally of higher mental category than male accessions. Annex D shows male, female and aggregate data relating to mental category.

There were 599 ARNG enlisted women lost during their first year of military service (1 Jul 76 - 30 Jun 77). Reasons for these losses were identified by 25 categories of losses as outlined in Annex E. The more significant reasons for losses were: discharged while on active duty for training (ADT), discharge from ARNG for any reason prior to ADT, failure to meet enlistment standards, enrolled in advanced ROTC, and medical.

The point in first year where losses occur, distributed by month, is graphically depicted by the chart in Annex F.

Comments received from major ARNG/USAR commands, concerning attrition of enlisted women, have highlighted perceived factors affecting attrition and suggestions for enhancing retention.

Some of the factors affecting attrition are: inadequate career counseling, individual's self overcommitment, family, pregnancy, limited career progression, demands of training programs, civilian employment, male/female biases, malutilization, extended enlistment period, lack of challenging assignments, and frustration. Some suggestions for enhancing retention are: merit promotions, meaningful training, adequate facilities, respect women for job they can do, require women to perform duties and be responsible for their job, and give women responsible roles and duties. A more detailed listing of representative comments/views received from major RC commands concerning female attrition/retention are contained in Annex G.

V. CONTINUING ACTIONS/MILESTONES

The analysis of attrition losses revealed a major difference between the ARNG and USAR categories of attrition losses. Specifically, USAR data is collected in nine different categories comparable to active Army data, while ARNG data is collected in 25. During the time available, analysis indicates that the more detailed categories used by ARNG may more adequately provide insight to specific causal factors for female attrition.

Further research will be made by the USAR Manpower Programs Team to determine if its categories can or should be expanded to match those of ARNG. Subsequently, data will be gathered by ARNG and USAR for the previous 18 months to establish a possible common data base for evaluation of attrition cause. Alternative approaches will then be developed for reducing attrition in selected categories. Finally, the selected alternatives will be combined

into a unified plan, including such actions as regulation and statutory changes / ^{if required.} It must be recognized that these analyses are being accomplished with existing staff agencies, personnel and funds, and therefore require a reasonable period to accomplish each task.

Milestones are:

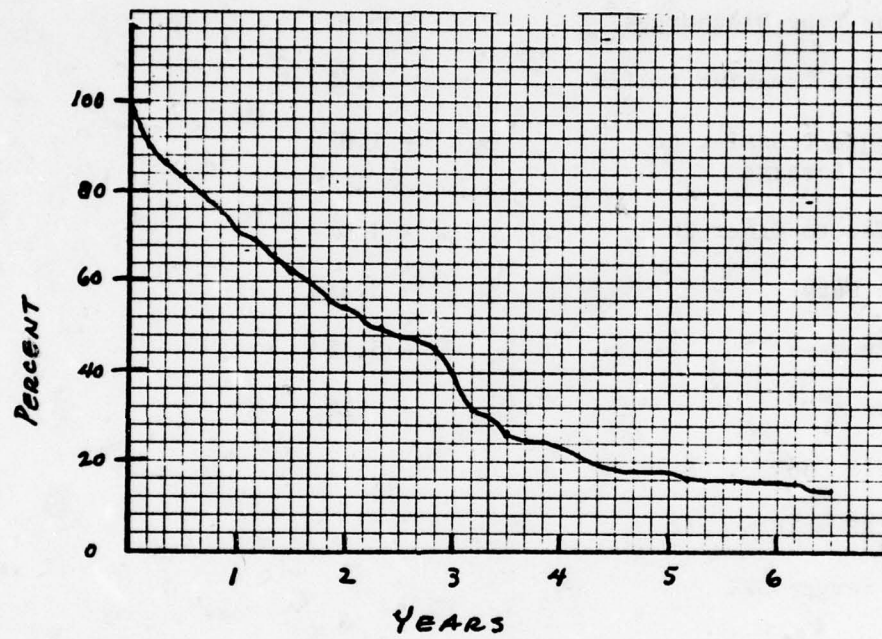
- | | |
|--|------------------|
| 1. Develop a common list of attrition categories: | 31 Mar 78 |
| 2. Analyze data for previous 18 months: | 31 Jul 78 |
| 3. Develop alternative approaches to reduce attrition: | 31 Aug 78 |
| 4. Finalize unified plan and coordinate with DA staff, OCAR, NGB, and RCPAC. | 30 Sep 78 |
| 5. Implement unified plan | To be determined |

VI. ESTIMATED COMPLETION DATE/RESPONSIBLE AGENCY FOR FINAL REPORT

Estimated completion date for the entire task is second quarter, FY 79.

DAPE-MPE, with support from NGB and OCAR counterparts, will be the responsible agency for developing the final report.

ATTRITION PROFILE OF A COHORT GROUP OF USAR NPS FEMALE ENLISTEES



ESTIMATED LOSSES BY CATEGORY TO A HYPOTHETICAL
COHORT GROUP OF USAR NPS FEMALE ENLISTEES OVER A THREE YEAR ENLISTMENT
(Enlisting After 1 Feb 78)

Attrition 44%

a. Training Losses	-14.2%
b. Death/Medical Disability	- 1.1%
c. Adverse Type Discharges	- 5.8%
d. Premature Transfer to IRR	- 4.4%
e. Premature Transfer to Standby Reserve	- 1.0%
f. Transfer to Other RC	- 1.9%
g. Active Duty	- 3.3%
h. Other Losses	- 5.1%
i. Unknown	- 7.2%

Surviving to ETS 56%

Transfers to IRR at ETS 24%

Continuing to Serve 32%

ESTIMATED
LOSSES BY CATEGORY TO A "TYPICAL"
COHORT GROUP OF USAR NPS FEMALE
ENLISTEES OVER A THREE YEAR ENLISTMENT

ATTRITION 56%

a. Training Losses	-	14.2%
b. Death/Medical Disability	-	1.1%
c. Adverse Type Discharges	-	3.8%
d. Premature Transfer to IRR	-	19.5%
e. Premature Transfer to Standby Reserve	-	1.07%
f. Transfer to Other RC	-	1.9%
g. Active Duty	-	3.3%
h. Other Losses	-	4.5%
i. Unknown	-	6.7%

SURVIVING TO ETS 44%

ETS LOSSES 12%

CONTINUING TO SERVE 32%

DATA SOURCE: Reserve Personnel Information Reporting System (RPIRS)
transactions of October 1976 through Aug 77 and TRADOC Forms
772 of October 1976 through March 77.

ARNG ACCESSIONS BY MENTAL GROUP
1 July 1976 - 30 June 1977

<u>AFQT/AFWST Score group</u>	<u>Male</u>		<u>Female 1/</u>		<u>Aggregate</u>	
	<u>number</u>	<u>percent of total</u>	<u>number</u>	<u>percent of total</u>	<u>number</u>	<u>percent of total</u>
1	7770	5.0	660	12.1	5430	5.4
2	26360	27.9	2612	47.7	28972	29.0
3	51020	54.1	2177	39.8	53197	53.3
4	9514	10.1	0	0	9514	9.5
5	2553	2.7	0	0	2553	2.6
6	151	.2	22	.4	173	.2
TOTAL	94368	100.0	5471	100.0	99839	100.0

1. ARNG guardswomen must qualify in mental category group 1, 2, or 3 except for Eskimo Scouts, identified as mental category 6. There is no minimum aptitude requirement for female Eskimo Scouts.

ARNG FIRST YEAR LOSSES

Women (1 July 76-30 Jun 77)

Months

Loss	0	1	2	3	4	5	6	7	8	9	10	11	12	Total
300	0	12	7	10	12	17	19	23	17	6	0	0	0	123
303	1	1	2	3	5	1	1	1	1	1	0	0	0	17
304	1	2	0	4	0	1	0	1	3	0	1	0	0	13
305	3	0	2	1	4	4	0	5	5	6	3	3	0	36
306	4	12	12	16	19	12	4	11	12	9	2	0	0	113
307	0	0	0	0	0	0	3	0	0	0	0	0	0	3
308	0	0	0	0	0	0	0	0	0	0	0	0	0	0
309	0	0	2	1	2	1	1	4	0	1	0	0	0	12
310	0	3	2	1	3	3	3	0	4	2	0	0	0	21
311	0	0	5	3	1	0	3	3	6	1	1	0	0	23
312	0	0	0	0	0	0	0	0	0	0	0	0	0	0
313	0	0	0	0	0	0	0	0	0	0	0	0	0	3
314	0	0	0	0	0	0	0	0	0	0	0	0	0	0
315	0	0	0	0	0	0	0	0	0	0	0	0	0	0
316	0	0	0	0	0	0	0	0	0	0	0	0	0	0
318	0	0	0	0	0	0	0	0	0	0	0	0	0	0
319	0	0	0	0	0	0	0	0	0	0	0	0	0	0
320	0	0	0	0	0	0	0	0	0	0	0	0	0	0
321	0	0	0	0	0	1	0	0	0	0	1	0	0	2
322	0	0	0	0	0	0	0	0	0	0	0	0	0	0
323	0	0	0	0	0	0	0	0	0	0	0	0	0	0
324	0	0	0	0	0	0	0	0	0	0	0	0	0	0
326	0	0	0	0	0	0	0	0	0	0	0	0	0	0
350	5	2	3	4	8	4	6	8	15	9	7	0	0	71
360	1	9	17	14	20	13	29	14	19	12	8	6	0	162
TOTAL:	15	42	52	57	76	57	69	70	82	47	23	9	0	599

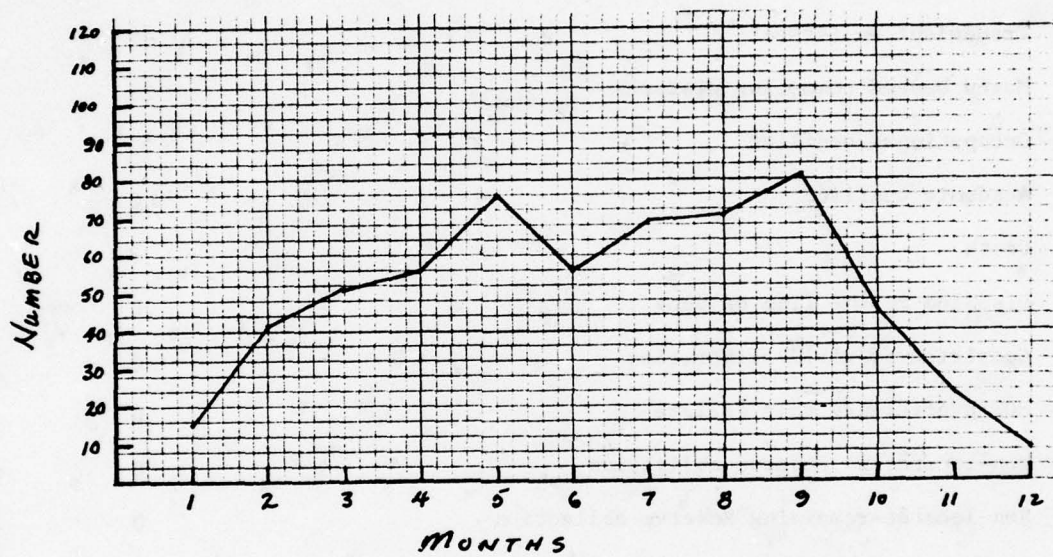
ARNG LOSSES PRIOR TO ETS

	<u>Number</u>	<u>Percent of Total</u>
300 Discharge from ARNG for any reason prior to ADT	123	20.3
303 Enlisted in a regular component	17	2.8
304 Enlisted in another Reserve component	13	2.2
305 Medical	36	6.0
306 Failure to meet enlistment standards	113	18.9
307 Continued absence from drill (non-obligor)	3	.5
308 Minor	0	0
309 Fraudulent enlistment	12	2.0
310 Moved beyond commuting distance	21	3.5
311 Occupational conflict	23	3.8
312 Academic conflict	0	0
313 Death	3	.5
314 Disabled in the line of duty	0	0
315 Convicted by civil authorities	0	0
316 MOS proficiency test failure	0	0
318 Non-locatee-no Reserve obligation	0	0
319 Non-locatee-remaining Reserve obligation	0	0
320 Discharged per AR 135-91 (other than specified herein)	0	0
321 Appointment as commissioned officer from the State OCS	2	.3
322 Transferred to Retired Reserve (Incl medical retirements)	0	0
323 Transferred to Standby Reserve (Incl medical reasons)	0	0
324 Involuntarily ordered to Active Duty (obligated personnel only)	0	0
326 Enrolled in advanced ROTC	0	0
350 Discharged while on ADT	71	11.9
360 Other	<u>162</u>	<u>27.1</u>
TOTAL	599	100.0

ARNG FEMALE LOSSES PRIOR TO ETS

1 July 1976 - 30 June 1977

By Months of Service



Commanders' Comments

Factors Affecting Attrition (not in ordered priority)

- Inadequate career counseling throughout the individuals' career.
- Over commitment -- job, family, leisure time, USAR
- Family -- husband moves, job, family trouble, divorce.
- Pregnancy
- Marriage
- Objections of husband. (The same can be said of the wife for reasons of male attrition.)
- Physical demands of basic training.
- Inability to accept regimentation or communal life at Annual Training or during Inactive Duty Training.
- Limited promotion opportunities
- Civilian employment opportunities
- Stagnated Attitudes units have towards women, i.e., the constant slotting of women in clerk-typist roles.
- Even when allowed to participate in the MOS for which they are trained, they are treated as though they are incapable of doing the job.
- Some women are placed behind typewriters even though their training is as a helicopter mechanic, simply because they are women.
- Poorly planned or no training at training assemblies.

- Inadequately prepared or no career counseling programs.
- No frequent or periodic training activities away from the reserve center.
- Inadequate or no proper equipment.
- Doing jobs unrelated to the individual's MOS or duty assignment.
- Poor or divided leadership.
- Conflict with child care or dissatisfaction by their husbands with their participation in the program.
- No slots in a particular unit the women desire to serve in.
- Increased requirements for private education.
- Not given opportunity to utilize skills.
- Command and First Sergeant slots are not available.
- Policies provide for equal consideration but they are not utilized.
- Lack of upward mobility, both in grade and assignment procedures.
- Relocation of spouse or change of residency.
- Family life plays an important part in attrition losses, i.e., husbands and boyfriends discourage participation of their wives and girlfriends.
- Many women marry after they have enlisted in the RC. It appears that the women are more inclined to get out of this situation than the men whose wives disapprove.
- There still is no program aimed at the participant's family that really achieves the objective of getting their support for RC participation.
- Lack of responsible assignments.
- Promotion to E5-7 does not always bring more responsibility for female soldiers.
- A feeling that they (women) are "loaned out" to perform other persons (male) administrative duties because of the females' administrative competence.
- Frustration caused by a lack of opportunities due to MOS restrictions.

- Women do not have equal access to opportunities for advancement.
- Women are recruited, trained and utilized predominately in traditional occupations. These jobs are generally clerical or medical and are usually at lower skill levels. Consequently, there is little impetus for upward and wider career mobility. Further, there is a wide lack of awareness of the serious implications this situation poses for the RC.
- Advertising is in too general terms and does not focus on specific positions available.
- Lack of knowledge of requirements for advancement, i.e., time in service for grades. Some women, under the Civilian Acquired Skills Program (CASP), desired promotions and assignments prior to being eligible and felt they were discriminated against.
- CASP females are not mentally ready to accept the requirements of their duty assignment and the pressures of military surroundings.

Suggestions for Enhancing Retention (not in ordered priority):

- Merit promotions in primary or dead-end MOSs.
- Meaningful soldier training for all.
- Adequate acceptance and recognition.
- Accept women for what they can contribute.
- Utilize stylish uniforms.
- Adequate facilities during AT and ADT.
- Off-duty charm classes during initial active duty training tour.
- Involvement in community service type projects.
- Employ as instructors within the unit.
- Utilize women in something specialized and innovative.
- Give respect to women as soldiers who are qualified to do a job.
- Provide proper equipment to facilitate training of all personnel.
- Require women to do the same job along side the male soldier.
- Insure that female soldiers are required to wear the same uniform, required to perform "in the field", and are given the feeling of being a "soldier" first other than a woman first.

- Require time to be meaningfully utilized.
- Give soldiers a sense of their own self-worth and contribution to the organization.
- Give soldiers new and more responsible roles.
- Consider leaves of absence on a case by case basis for marriage and pregnancies.
- Equal and fair treatment is the most important, regardless of sex.
- Equal grade attainment and unrestricted position assignment regardless of sex are mandatory in those units authorized female personnel.
- Retention is dependent on the individual soldiers concept of responsible and meaningful assignments. The Equal Opportunity (EO) officers must become more involved in problems associated with female soldier, and not only those of minorities.
- Retention... is an ongoing problem which can only be solved by command emphasis on junior leader training and upward responsibility programs.
- Authorize merit promotions to one rank above MTDA/MTOE authorization.

CHAPTER 23

Attrition of Women Officers

(Interim Report)

TABLE OF CONTENTS

	<u>PAGE</u>
SECTION I. STATEMENT OF PROBLEM	23-2
SECTION II. BACKGROUND	23-2
SECTION III. METHODOLOGY	23-2
SECTION IV. FINDINGS/DISCUSSION	23-2
SECTION V. CONTINUING ACTIONS/MILESTONES	23-3
SECTION VI. ESTIMATED COMPLETION DATE/ RESPONSIBLE AGENCY FOR FINAL REPORT	23-3

I. STATEMENT OF PROBLEM

Analyze loss patterns for female officers of the ARNG/USAR units and the IRR to establish procedures enhancing retention.

II. BACKGROUND

There is lateral movement of personnel between the ARNG/USAR troop program units (TPU) and the USAR Individual Ready Reserve (IRR) and between these elements and civilian life. The first type of lateral transfer does not affect the overall strength picture, although it decreases the strength of the losing component. A greater cause for concern is the loss to civilian life. Officers who leave the ARNG/USAR TPU are generally transferred to the IRR, which is controlled by the Reserve Personnel and Administration Center (RCPAC) at St. Louis, Missouri.

III. METHODOLOGY

The National Guard Bureau (NGB) was requested to furnish data concerning ARNG women officer losses for the period 1 October 1976 through 31 December 1977. Name, SSN, grade, branch, separation date, loss indicator and most recent address were requested. RCPAC was requested to furnish data concerning women officer losses from the IRR during the period 1 October 1976 to 31 December 1977.

IV. FINDINGS/DISCUSSION

Information received from NGB is complete except for last known address. Preliminary analysis indicates that approximately 15

of 117 losses shown have resigned and are thus presumably lost to the Army force. Data requested from RCPAC has been delayed due to computer problems but is expected not later than 31 March 1978.

V. CONTINUING ACTIONS/MILESTONES

Review RCPAC and ARNG loss data to determine causes (by category) and magnitude of attrition losses. Review attrition categories to determine which are significant. Determine need to survey individual losses. Conduct survey, if deemed appropriate. As appropriate, develop alternative approaches to reduce attrition. Provide analysis to NGB and OCAR. Estimated completion date: NLT 4th Qtr, FY 78

VI. ESTIMATED COMPLETION DATE/RESPONSIBLE AGENCY FOR FINAL REPORT

The best estimate for completion of this task is the 4th Qtr, FY 78. DAPE-MPO, with support from NGB and OCAR, is the responsible agency for the final report.

CHAPTER 24

Pregnancy Policies

(Interim Report)

TABLE OF CONTENTS

	<u>PAGE</u>
SECTION I. STATEMENT OF PROBLEM	24-2
SECTION II. BACKGROUND	24-2
SECTION III. METHODOLOGY	24-4
SECTION IV. FINDINGS/DISCUSSION	24-4
SECTION V. CONTINUING ACTIONS/MILESTONES	24-5
SECTION VI. ESTIMATED COMPLETION DATE/RESPONSIBLE AGENCY FOR FINAL REPORT	24-6
ANNEX A. DA LETTER TO NGB/FORSCOM	24-A-1

I. STATEMENT OF PROBLEM

To review and assess the impact of the pregnancy policies applicable to members of the ARNG and USAR when they are not on active duty (AD) or active duty for training (ADT), identify any problem areas and determine means of solving or minimizing any problem areas identified.

II. BACKGROUND

Members of the ARNG/USAR who are not on active duty (AD) or active duty for training (ADT) and who become pregnant are not entitled to maternity care at Government expense. Otherwise, the pregnancy policies applicable to them are the same as those applicable to active Army personnel. Active Army policies apply to ARNG/USAR members on AD or any type of ADT.

Under the provisions of paragraph 4-11, AR 135-175 (officers) and paragraph 4-11, AR 135-178 (enlisted) an ARNG/USAR member who becomes pregnant after enlistment may (1) continue in an active status, (2) request discharge, (3) request transfer to the Retired Reserve (if eligible), or (4) officers may request transfer to Control Group (Inactive).

Paragraph 4-8, AR 135-91 provides that those ARNG/USAR members who remain in an active status, i.e., those who do not request

discharge or transfer, will continue to perform their normal duties until the attending physician considers this no longer feasible. When her uniform no longer fits properly, a pregnant member will be required to wear civilian maternity clothes purchased at her own expense (AR 670-30).

- The member is required to furnish her unit commander with a written statement signed by her physician which specifies the expected date of delivery and the date she should discontinue working. Following receipt of this statement, unit commanders are authorized to excuse such members from training assemblies and annual training (AT) during a period normally not to exceed 4 weeks before the expected delivery date through 6 weeks after release from the hospital following delivery.

- State AG's and ARCOM/GOCOM commanders are authorized to excuse members from training assemblies at an earlier date when recommended by the attending physician or when the unit commander determines that she can no longer satisfactorily perform in a duty status and, during the post-natal period, until the physician indicates that her condition permits return to duty.

- An ARNG unit commander may request transfer of a pregnant member to the Inactive National Guard under the provisions of

NGR 614-1 if such action is considered more appropriate. In view of the fact women who enlist on or after 1 February 1978 incur a six-year statutory obligation, it appears that NGR 614-1 will need to be changed if this procedure is to be continued.

III. METHODOLOGY

FORSCOM and the National Guard Bureau were tasked (see Annex A) to survey those ARNG/USAR units having a substantial female population to determine whether current policies are fully adequate, the types of circumstances for which they are not adequate, and recommended solutions. These agencies were required to submit their findings and recommendations to the Commander, Reserve Components Personnel and Administration Center (RCPAC) (proponent for the regulations mentioned under BACKGROUND).

IV. FINDINGS/DISCUSSION.

FORSCOM and the National Guard Bureau have informed RCPAC that current policies are fully satisfactory, and that only minor difficulties arise, with which they can cope. However, two types of situations have come to the attention of this office since the WITA-RC Review was initiated. RCPAC is aware of these situations and is preparing appropriate changes to pertinent regulations.

The two types of situations are --

- The member was not pregnant at time of enlistment but becomes pregnant prior to the time she is ordered to initial active duty for training (IADT). The current policies (cited in Section II, BACKGROUND) do not specifically cover this situation. There appear to be three possible courses of action if the individual does not request discharge: (1) proceed with order to IADT (during which active Army policies apply); (2) discharge member involuntarily (this may be legally objectionable); (3) transfer to USAR Control Group (Standby or Inactive), if USAR or transfer to Inactive National Guard, if ARNG.

- Should a pregnant unit member be ordered to or permitted to participate in annual training (AT) with her unit? Although the policy in paragraph 4-8, AR 135-91 (see Section II, BACKGROUND) is basically adequate, it may be necessary to provide more guidance to the commander, emphasizing the need for common sense judgment in determining whether, or to what extent, the pregnant woman should participate in AT.

V. CONTINUING ACTIONS/MILESTONES.

21 Apr 78 - RCPAC forward coordinated draft regulation changes to DAPE-MPE-PS for approval.

15 May 78 - DAPE-MPE-PS obtain TJAG concurrence/no legal objection.

23 May 78 - DAPE-MPE-PS coordinate with ODASA(RA).

1 Jun 78 - DAPE-MPE-PS approve changes for publication.

1 Jul 78 - Effective date of regulation changes.

VI. ESTIMATED COMPLETION DATE/RESPONSIBLE AGENCY FOR FINAL REPORT.

1 Jul 78/DAPE-MPE-PS

ANNEXES.

Tasking letter -- Annex A.



DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL
WASHINGTON, D.C. 20310

DAPE-MPE-PS

20 DEC 1977

SUBJECT: Pregnancy Policies Applicable to ARNG/USAR

Commander
US Army Forces Command
ATTN: AFPR-MPP
Fort McPherson, GA 30330

Chief, National Guard Bureau
ATTN: NGB-ARP
Washington, DC 20310

1. References:

- a. Paragraph 4-8, AR 135-91.
- b. Paragraph 4-11, AR 135-175.
- c. Paragraph 4-11, AR 135-178.

2. A review currently is being conducted of the policies and practices pertaining to women in the Reserve Components (WITA-RC). One aspect of this review is to assess the impact of the current pregnancy policies and to determine means of minimizing adverse effects, if any. The pregnancy policies applicable to ARNG/USAR members who are not on active duty (AD) or active for training (ADT) are the same as those applicable to active Army personnel, except that ARNG/USAR members not on AD or ADT are not entitled to leave with pay or to maternity care at Government expense. Active Army policies apply to ARNG/USAR members on AD or any type of ADT.

3. To facilitate a valid assessment of the effectiveness of the current pregnancy policies, it is requested that addressees submit the following information to the Commander, RCPAC, ATTN: AGUZ-RPP-PR, NLT 23 January 1978.

- a. A statement as to whether the policies are or are not fully adequate. If not, an explanation of the types of circumstances for which they are considered inadequate and the number of cases of each type will be included.

DAPE-MPE-PS

20 DEC 1977

SUBJECT: Pregnancy Policies Applicable to ARNG/USAR

b. Recommended changes in policy to eliminate or minimize any problems identified.

4. As a means of determining the requested information, it is recommended that those ARNG/USAR units which have a substantial female population be surveyed and the following factors considered.

a. Number of units surveyed and total female population of those units.

b. Number of pregnancy cases in CY 1977 in the units surveyed.

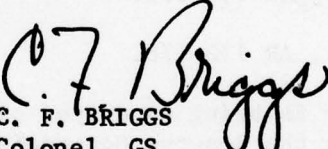
(1) Number voluntarily discharged.

(2) Number involuntarily discharged (pregnant prior to enlistment).

(3) Number who remained in an active status (did not request discharge and were not pregnant prior to enlistment).

c. Experience factors in the utilization and performance of pregnant members during scheduled training assemblies, including annual training.

FOR THE DEPUTY CHIEF OF STAFF FOR PERSONNEL:


C. F. BRIGGS
Colonel, GS
Chief, Enlisted Division

CHAPTER 25

Sole Parents and Married Service Couples with Dependents

(Interim Report)

TABLE OF CONTENTS

	<u>PAGE</u>
SECTION I STATEMENT OF PROBLEM	25-2
SECTION II BACKGROUND	25-2
SECTION III METHODOLOGY	25-3
SECTION IV FINDINGS AND DISCUSSION	25-4
SECTION V CONTINUING ACTIONS/MILESTONES	25-5
SECTION VI ESTIMATED DATE OF COMPLETION/RESPONSIBLE AGENCY FOR FINAL REPORT	25-5
ANNEX A Army Policies which Impact on Sole Parents and Married Military Couples	25-A-1
ANNEX B Surveys of Sole Parents and Married Military Couples	25-B-1
ANNEX C ARNG Policy on Married Military Couples with Dependents	25-C-1

I STATEMENT OF PROBLEM:

a. Examine present policies and procedures concerning sole parents and married service couples with dependents to determine that care of minor and adult handicapped dependents is ensured in the event of mobilization of ARNG/USAR.

b. There are indications that married military couples with dependents and sole parents may not be able to comply with mobilization or deployment instructions because of a lack of arrangements for the care of their dependents. Policies and procedures concerning these soldiers must be examined to ensure the care of dependents, both minor and adult handicapped.

II BACKGROUND:

a. Surveys of active duty personnel reveal that the number of married service couples is increasing. Some sources indicate that the rate is nearing 14% within the enlisted force. Percentages within the ARNG and USAR are unknown, but it is assumed that they are equally as high. It is expected that these personnel will acquire dependents, children and adults.

b. Surveys to determine pregnancy rates in the active Army indicate an increase. There are no known statistics covering personnel in the USAR or ARNG.

c. The ARNG has a married military couple policy which stipulates that both a husband and his wife cannot reenlist if they have dependents under age 18. The active Army and USAR have no such policy. If policies can be developed which would ensure dependent care, the ARNG policy may be modified or eliminated.

d. There are no centrally published policies which specifically address the ensuring of care of dependents of sole parents or married military couples under mobilization, deployment, noncombatant evacuation, etc.

e. Surveys reveal that few military personnel have wills providing for the care of their offspring. This indicates that a soldier education program in legal affairs may be required.

III METHODOLOGY:

a. The Army staff and all MACOMs were requested (see Annex A) to review their policies and procedures to determine if there are any that impact on:

- (1) Sole parents
- (2) Married military couples
- (3) Dependents of the above

b. The Army staff and Field Operating Agencies (FOA) were requested to submit any surveys or reports completed since 1970 which would indicate the number of personnel in the categories listed at paragraph a(1), (2), and (3), above. See Annex B.

c. OTJAG has been requested to provide legal opinions concerning care of dependents and may be requested to review current policies when received from proponents.

d. Results of above will be analyzed to determine the need for policy development.

IV FINDINGS AND DISCUSSION:

a. Research on this subject as it concerns active Army personnel had begun prior to initiation of this study. Although mobilization and deployment procedures differ in some respects, the basic problem is common to both active and reserve forces. Therefore, the task is being approached from the one-Army viewpoint. It is expected that some, if not all, the conclusions and recommendations will apply to both forces.

b. MILPERCEN is now administering the February 1978 quarterly survey of active duty personnel. It will include questions to determine the number of sole parents and married military couples with dependents on active duty. Additionally, it will indicate deployability perceptions of these personnel and their plans, if any, for the care of their dependents. It is anticipated that this latter aspect will provide attitude indicators which can be applied to reservists.

c. The Army Research Institute (ARI) is in the process of developing a survey instrument to determine soldier deployability. It will include provisions for identifying the number of sole parents and married military couples and the impact of policies pertaining to them. This survey will be administered to both active and reserve personnel prior to and during field exercises such as MOBEX 1978.

d. Annex A indicates actions to date concerning the gathering of policies and procedures (para III a, above). As all input has not been received, no analysis has been conducted.

e. Annex B provides information concerning the survey input from the Army staff and FOA (Para III b, above).

f. The Recruitment and Reenlistment Division of ODCSPER is in the process of staffing the ARNG policy mentioned at II c above. See Annex C.

V CONTINUING ACTIONS/MILESTONES:

a. All actions listed under METHODOLOGY are in progress.

b. Milestones:

(1) Policies and procedures of Army staff and MACOMs.

(a) Review submissions: 30 Mar 78

(b) Develop findings and recommendations: 15 Apr 78

(c) Coordinate recommendations: 15 May 78

(d) Submit recommendations: 30 May 78

(2) Surveys

(a) Review submissions from Army staff and FOAs: 10 Mar 78

(b) Review MILPERCEN's Feb 78 survey: 15 Jun 78

(c) Review ARI survey: 1 Dec 78

(d) Develop findings from all surveys: 1 Jan 79

(e) Determine impact of findings on policies (b (1)(d)

above): 1 Feb 79

(f) Modify policies, as necessary, and coordinate and submit recommendations: 15 Mar 79

VI ESTIMATED DATE OF COMPLETION/RESPONSIBLE AGENCY FOR FINAL REPORT:

a. Date of completion: 15 Mar 79

b. Responsible agency: DAPE-MPE-DR

ANNEX A

1. On 31 January 1978, a message was dispatched to the Army staff, MACOMs, and FOAs and routed through ODCSPER requesting that they submit copies of their policies and procedures which pertain to sole parents and married couples and dependents of those personnel. See Appendix 1.
2. To date, replies have been received from 19 addressees. Sixteen had negative inputs.

* UNCLASSIFIED *

CDSN = USA161 MCN = 78031/19193 TOR = 780312302
RTTUZYUW RUEADWD0137 0312300-0000--RUEAUSA.
ZNR 00000

R 312300Z JAN 78
FM HQDA WASHDC //DAPE-MPE-DR//
TO RUEADWD/HQDA WASHDC //DAJA//
RUEADWD/HQDA WASHDC //DACH//
RUEADWD/HQDA WASHDC //DAMU//
RUEADWD/CDRTAGCEN WASHDC //DAAG//
RUEADWD/HQDA WASHDC //DAAR//
RUEAUSA/CNG WASHDC //NGE//
RUEAHOF/CDPMILPERCEN ALEX VA
RUEADAAA/CINCUSAREUR HEIDELBERG GERMANY
RUEALHTR/CDRFORSCOM FT MCPHERSON GA
RUEALDAR/CDRDAKCOM ALEX VA
RUEALCIA/CDRTRADUC FT MONROE VA
RUEAMDW/CDRMDW WASHDC
RUEAJHRA/CDRUSACC FT HUCACHUCA AZ
RUEALHTR/CDRUSAINSCOM AHS ARLINGTON VA
RUEALISA/CDRUSAREC FT SHERIDAN IL
RUEALCID/CDRUSACIDC WASHDC
RUEALGTC/CDRMTMC WASHDC
RUEALNFA/CDRUSAHSC FT SAM HOUSTON TX
RUEAGAAA/CDRUSAFIGHT SNUCUL KOREA
RUEADJHA/CDRUSARJ CP ZAMA JAPAN
RUEADWD/HQDA WASHDC //DAEN//
RUEADWD/HQDA WASHDC //DASG//
BT

UNCLAS

SUPJ: CARE OF DEPENDENTS

1. AS AN ADJUNCT TO THE EXTENSIVE REVIEW OF POLICIES AND PROCEDURES PERTAINING TO WOMEN IN THE ARMY, ON ACTIVE DUTY AND IN THE RESERVE FORCES, A REQUIREMENT HAS BEEN DEVELOPED TO DETERMINE IF POLICIES EXIST WHICH IMPACT DIRECTLY OR INDIRECTLY ON THE FOLLOWING AREAS.

A. CARE OF DEPENDENTS (MINOR AND ADULT HANDICAPPED) OF SOLE PARENTS (BOTH MALE AND FEMALE) AND MARRIED MILITARY COUPLES DURING:

(1) NORMAL, GARRISON OPERATIONS.

(2) FIELD TRAINING EXERCISES.

(3) PREPARATION FOR AND EXECUTION OF MOBILIZATION, DEPLOYMENT, NONCOMBATANT EVACUATION, ETC., PLANS EXECUTED PRIOR TO OR

* UNCLASSIFIED *

PAGE 01
312300Z JAN 78
RUEADWD/0137

25-A-1-1

* UNCLASSIFIED *

DURING HOSTILITIES.

8. DUTY REQUIREMENTS (I.E. SPECIAL DUTY HOURS, AUTHORIZED ABSENCES, DEFERMENTS, EXEMPTIONS, NO SPECIAL TREATMENT, ETC.) FOR SOLE PARENTS AND MARRIED MILITARY COUPLES WITH DEPENDENTS DURING TIMES SPECIFIED IN A(1)-(3), ABOVE.

C. ELIGIBILITY FOR CONTINUED SERVICE IN THE RESERVE FORCES OF SOLE PARENTS AND MARRIED MILITARY COUPLES WITH DEPENDENTS.

2. REQUEST THAT ADDRESSEES REVIEW ALL PUBLICATIONS FOR WHICH THEY ARE PROPONENT TO DETERMINE IF POLICIES EXIST COVERING THE AREAS OF INTEREST OUTLINED IN PARAGRAPHS 1A-C, ABOVE. ONE COPY OF EACH SUCH POLICY WILL BE SENT TO HQDA, DAPE-MPE-DK, WASHINGTON, DC 20310, NOT LATER THAN 1 MAR 78. PROPOSED POLICIES OR CHANGES TO POLICIES MAY BE SUBMITTED. DO NOT SEND AN ENTIRE REGULATION, LETTER OF INSTRUCTION, CIRCULAR, ETC., UNLESS ALL CONTENTS THEREIN PERTAIN TO THE AREA/S OF INTEREST. REPRODUCED EXTRACTS WITH SOURCE CLEARLY IDENTIFIED WILL SATISFY THIS REQUIREMENT. NEGATIVE REPORTS ARE REQUIRED.

4. THIS REQUEST IS EXEMPT FROM REPORTS CONTROL REQUIREMENTS PRESCRIBED BY PARA 7-2AC AND AE, AR 335-15.

BT

#0137

* UNCLASSIFIED *

PAGE 02
312300Z JAN 78
RUEADWD/0137

25-A-1-2

ANNEX B

1. On 24 January 1978, a request (Appendix 1) was sent to ARNG, MILPERCEN, OCAR, and TAGO asking that they forward copies of any studies/surveys (or portions thereof) conducted since 1970 which determined or estimated the number of sole parents, married military couples, and/or married military couples with dependents in the active and/or reserve forces. Additionally, they were asked to provide information on any current efforts to determine this information.

a. ARNG reported that they have not conducted any surveys, and they do not plan to do so. However, they did provide the following information from their personnel data base:

(1) As of 30 Nov 77:

(a) Single officers with dependents	1,016
(b) Single enlisted with dependents	15,410
(c) Total single ARNG members with dependents	16,426

(2) The data base does not indicate whether the dependents are the children of or in the custody of the members, therefore, the members cannot be labeled as "sole parents."

(3) Data are not available for number of married military couples (both spouses affiliated with the military in either an active or reserve component) and/or married military couples with dependents.

b. OCAR reported that two surveys have been conducted and that none are planned for the future.

(1) A statistical review of spouseless soldiers with dependents was compiled in June 1976. See Appendix 2.

(2) A survey of USAR first-term enlisted personnel (Appendix 3) was conducted by MILPERCEN at the request of OCAR during FY 76. As collateral research, the number of first-term enlisted personnel of the Army Reserve married to other service members, active and reserve, was determined to be 26%.

c. TAGO (TAGCEN and RCPAC) had a negative report.

d. MILPERCEN provided data from four surveys conducted between 1974 and 1977. Additionally, they reported that they have included in their February 1978 quarterly sample surveys of active duty personnel, several questions designed to determine the number and dependent care plans of personnel in the categories required.

e. At Appendix 4 is an information paper which contains data extracted from:

(1) The Report of Marital and Sole Parent Data, a part of the Report of Nonproductive Time, which was conducted by ODCSPEK in 1977.

(2) The active duty enlisted and officer master files in February 1978.

2. The data in the appendices to this annex will be cross-tabulated and analyzed to determine trends and, where possible, attitude or behavior indicators which would impact on policy development. The results of surveys in progress or planned will then be used to modify the analyses.

DAPE-MPE-DR

Surveys of Sole Parents and Married Military Couples
with Dependents

DAPE

24 JAN 1978

LTC Vermilyea/kw/72403

DAPC-CS

DAAR-ZX

NGB-ARZ

DAAG-ZX

1. In conjunction with the Women in the Army - Reserve Components (WITA-RC) Study, this office has been tasked to examine policies pertaining to the care of minor and adult handicapped dependents of sole parents and married military couples. As an adjunct to this task, there is a need to attempt to determine the number of sole parents and married military couples in the Army.
2. Request that addressees provide this office with copies of any studies/surveys (or portions thereof) conducted since 1970 which have determined or estimated the number of sole parents, married military couples, and/or married military couples with dependents in the active and/or reserve forces. Additionally, request that we be informed of any current effort to determine this information.
3. Your reply must reach this office NLT 22 Feb 78. Please report the name and telephone number of your point of contact NLT 1 Feb 78.

FOR THE DEPUTY CHIEF OF STAFF FOR PERSONNEL:

~~SECRET~~

C. F. BRIGGS
Colonel, GS
Chief, Enlisted Division

25-B-1-1

Appendix 1, Annex B

SPOUSELESS SOLDIERS WITH DEPENDENTS
(AS OF MONTH END JUN 76)

	OFFICER			ENLISTED		
	AUTH	SPOUSELESS W/DEPENDENTS	%	AUTH	SPOUSELESS W/DEPENDENTS	%
<u>USAR</u>						
Unit						
Male	33,939	582	1.7	142,245	3,429	2.4
Female	<u>1,782</u>	<u>125</u>	<u>7.0</u>	<u>16,645</u>	<u>2,310</u>	<u>13.8</u>
Total	35,721	707	2.0	158,890	5,739	(4.0)
<u>IRR</u>						
Male	51,555	711	1.3	173,047	4,386	2.5
Female	<u>846</u>	<u>19</u>	<u>2.2</u>	<u>944</u>	<u>140</u>	<u>14.8</u>
Total	52,401	730	1.4	173,991	4,526	(2.6)

RESULTS OF 1st TERM ENLISTED PERSONNEL SURVEY - (USAR)

	<u>TOTAL</u>	<u>MALE</u>	<u>F - THRU</u>	<u>F - CASP</u>
1. What is your marital status?				
A. I am married	28.7	28.7	19.6	33.3
B. I am single (never married/separated/ divorced/widowed)	71.3	71.3	80.4	66.7
2. How many dependent children do you have?				
A. None	64.9	72.7	77.3	54.1
B. 1	19.9	16.4	18.0	22.9
C. 2	10.5	8.6	3.2	15.3
D. 3	3.1	1.7	1.1	4.9
E. 4 or more	1.6	.6	.4	2.8
3. How many other dependents do you have, for whom you contribute over half for their support?				
A. None	85.2	71.7	89.1	91.5
B. 1	10.7	21.1	8.1	5.7
C. 2 or more	4.1	7.2	2.8	2.8
4. Add the number of dependent children and other dependents (Questions 2 and 3). How many total de- pendents do you have?				
A. None	59.7	61.3	73.5	51.6

	<u>TOTAL</u>	<u>MALE</u>	<u>F - THRU</u>	<u>F - CASP</u>
B. 1	18.1	11.5	17.7	22.4
C. 2	12.7	15.6	4.2	15.2
D. 3	5.8	8.1	2.1	6.3
E. 4	2.3	2.6	1.4	2.5
F. 5	.9	.3		1.8
G. 6 or more	.5	.6	1.1	.2

5. Which of the following applies to you?

- A. Enlisted man
- B. Enlisted woman

A. Enlisted man	28.8	97.7	1.1	.5
B. Enlisted woman	71.2	2.3	98.9	99.5

6. How old were you on your last birthday?

- A. 17 - 21 years
- B. 22 - 25 years
- C. 26 - 30 years
- D. 31 - 34 years
- E. 35 and over

A. 17 - 21 years	42.9	72.9	54.6	18.6
B. 22 - 25 years	27.2	23.3	31.3	27.4
C. 26 - 30 years	16.5	2.6	7.4	29.6
D. 31 - 34 years	10.6	1.2	4.9	19.3
E. 35 and over	2.8		1.8	5.1

7. Are you married to a member of the Armed Forces?

- A. Does not apply (not married) *Below reliability level
- B. No, I am not married to a member of the Armed Forces
- C. Yes, I am married to a member of an Armed Service Reserve Component
- D. Yes, I am married to a member of the Armed Forces on Active Duty

B. No, I am not married to a member of the Armed Forces	73.4	94.5	70.6	61.6
C. Yes, I am married to a member of an Armed Service Reserve Component	20.4	4.7	13.2	32.2
D. Yes, I am married to a member of the Armed Forces on Active Duty	6.2	.8	16.2*	6.2

TOTAL MALE F - THRU F-CASP

8. Under which option did you enlist?

- A. REP - 63 requiring both Basic Training (BT) and Advanced Individual Training (AIT)...male only
- B. Thru-ticket requiring both Basic Training (BT) and Advanced Individual Training (AIT)...female only
- C. Civilian acquired skills program (CASP)...female only

9. If you are married to a member of a Reserve Component, what is the status of that member?

- A. Does not apply
- B. Belongs to a reserve unit and actively participates in drills
- C. Does not belong to a reserve unit, but is a member of the Individual Ready Reserve (IRR)
- D. Is currently in the standby reserve

91.3	94.7	95.8	86.9
7.7	4.1	2.8	12.4
.6	.6	1.4	.2
.4	.6		.5

10. If you and your spouse participate in reserve meetings at different times, does this create problems?

- A. Does not apply
- B. Yes, this creates problems
- C. No, this does not create problems

*Below reliability level (all)
30.7 32.0
69.3 68.0

25.0 31.6
75.0 68.4

11. If you and your spouse participate in reserve meetings at the same time, does this create problems?

- A. Does not apply

*Below reliability level (all)

	<u>TOTAL</u>	<u>MALE</u>	<u>F - THRU</u>	<u>F - CASP</u>
B. Yes, this creates problems	6.6	7.1	6.3	6.5
C. No, this does not create problems	93.4	92.9	93.7	93.5

12. If you have dependents, have you made arrangements for their care in the event of mobilization?

*Below level of reliability

A. Does not apply				
B. Yes	65.3	35.7	75.4	75.1
C. No	34.7	64.3	24.6*	24.9

13. If your unit were to be mobilized, what would be your major problem?

A. Arrangements for care of dependents	5.7	4.7	3.9	7.2
B. Financial responsibilities	13.8	13.6	13.3	14.3
C. Civilian job responsibilities	13.3	12.4	10.8	15.2
D. Health status of self and/or family members	3.4	5.0	3.6	2.3
E. More than one of the above	18.0	16.8	9.7	22.9
F. A problem not listed above	10.5	8.6	15.1	9.5
G. I would have no problem at all	35.3	38.9	43.6	28.6

14. How you made legal arrangements for a will, power of attorney, etc?

A. Yes	11.1	7.6	9.2	14.2
B. No	88.9	92.4	90.8	85.8

	<u>TOTAL</u>	<u>MALE</u>	<u>F - THRU</u>	<u>F - CASP</u>
15. What would be your major problem during 2 weeks at summer camp?				
A. Arrangements for care for dependents	4.5	2.9	2.5	6.4
B. Financial responsibilities	7.9	11.3	7.8	5.9
C. Civilian job responsibilities	12.0	11.6	9.6	13.5
D. Health status of self and/or family members	2.6	4.1	1.4	2.3
E. More than one of the above	7.0	7.8	3.9	8.0
F. A problem not listed above	7.4	6.1	9.6	7.1
G. I would have no problem	58.6	56.2	65.2	56.8
16. What is the type of civilian work you do?				
A. Self-employed (include housewife)	5.0	1.4	6.7	6.4
B. Government (Federal, State, or Local)	20.8	10.4	11.0	32.1
C. Private industry and business	30.1	32.9	21.3	32.5
D. Student	9.8	6.6	11.0	11.2
E. Other	14.1	15.0	15.6	12.8
F. Unemployed	20.2	33.7	34.4	5.0

17. What is your present civilian annual income?
(Do not include income of other family members)

A. Less than \$5,000 per year	52.5	66.5	75.1	33.4
B. \$5,000 - 10,000 per year	38.1	29.6	20.9	51.4
C. \$10,000 - 15,000 per year	8.0	2.1	3.3	13.8
D. \$15,000 - 20,000 per year	1.3	1.5	.7	1.4
E. \$20,000 or more	.1	.3		

TOTAL MALE F - THRU F - CASP

18. What would be the effect of mobilization on your annual income (based on your present income)?

A. Would raise it	20.2	18.7	22.2	20.1
B. Would lower it	24.2	17.5	10.8	35.0
C. Would not change it very much	10.1	8.5	12.9	9.6
D. I do not know	45.5	55.3	54.1	35.3

19. What was your most important reason for joining the Army Reserve?

A. Pay	21.9	14.0	8.5	33.5
B. Skill training	35.0	43.8	58.6	17.7
C. Opportunity to serve country	19.9	22.4	16.3	20.2
D. Community participation	4.4	2.6	2.1	6.6
E. Other	18.8	17.2	14.5	22.0

20. Was the Army Reserve your first choice among the reserve components?

A. Yes	90.6	91.9	90.8	89.7
B. No, the National Guard was my first choice	2.5	3.2	1.4	2.7
C. No, some other reserve component was my first choice	6.9	4.9	7.8	7.6

21. If the National Guard was your first choice, why did you join the Army Reserve?

A. Does not apply, the National Guard was not my first choice				
B. No Guard in immediate area	4.2	4.1	4.2	4.4

*Below level of liability (all)

	<u>TOTAL</u>	<u>MALE</u>	<u>F - THRU</u>	<u>F - CASE</u>
C. No desire to be activated locally in domestic situations	5.1	2.0	12.5	4.4
D. No Guard unit vacancy in specialty area	1.7	2.0		2.2
E. Did not consider entering Guard	56.8	49.0	66.6	60.1
F. Some other reason	32.2	42.9	16.7	28.9
22. When you joined your unit, did you think it would be mobilized?				
A. Yes	10.8	15.1	13.1	7.0
B. No	39.1	27.9	25.1	53.1
C. I never thought about it	50.1	57.0	61.8	39.9
23. When you first joined your unit, what kind of emergency situation did you think would be necessary before your unit would be mobilized?				
A. World war	31.9	26.8	28.4	36.5
B. Limited war involving a direct attack on the United States	27.6	30.7	25.0	27.0
C. Foreign war involving the United States in a supportive role (e.g., Vietnam)	18.9	22.3	17.5	17.6
D. "Hot Spot" foreign situation (e.g., Cuban crisis 1962)	4.0	3.9	3.7	4.3
E. Domestic-civil disturbances/disasters	17.6	16.3	25.4	14.6
24. Now that you have been a unit member for some time, what is the least serious emergency situation that would be necessary before your unit would be mobilized?				
A. World war	17.1	22.6	15.5	14.6

	<u>TOTAL</u>	<u>MALE</u>	<u>F - THRU</u>	<u>F - CASE</u>
B. Limited war involving a direct attack on the United States	23.2	28.1	18.3	22.5
C. Foreign war involving the United States in a supportive role (e.g., Vietnam)	15.3	18.5	13.5	14.2
D. "Hot Spot" foreign situation (e.g., Cuban crisis 1962)	9.9	6.3	9.2	12.5
E. Domestic-civil disturbances/disasters	34.5	24.5	43.5	36.2
25. How confident are you that your unit could perform its mission if it were mobilized today?				
A. Very confident	37.7	43.6	33.0	36.6
B. Somewhat confident	28.0	17.9	29.7	33.3
C. Somewhat doubtful	10.4	7.9	10.8	11.6
D. Very doubtful	6.5	5.9	5.0	7.7
E. Don't know whether the unit could perform its mission	6.4	7.9	4.7	6.3
F. Don't know unit mission	11.0	16.8	16.8	4.5
26. Does the term "Mobilization" and the term "Deployment" mean the same thing to you?				
A. Yes	19.1	22.5	20.6	16.2
B. No	45.7	40.4	40.8	51.5
C. I don't know	35.2	37.1	38.6	32.3
27. Has your unit ever been mobilized?				
A. Yes	8.3	7.6	5.7	10.1
B. No	39.7	35.3	36.8	43.9
C. I don't know	52.0	57.1	57.5	46.0

	<u>TOTAL</u>	<u>MALE</u>	<u>F - THRU</u>	<u>F - CASP</u>
28. If your unit was mobilized within the next 30 days, what do you think would happen to you?				
A. I would go with my unit	51.3	57.3	49.7	48.3
B. I would be given a temporary deferral	3.7	3.2	4.6	3.6
C. I would be reassigned to a unit that was not being mobilized	5.7	4.1	4.6	7.3
D. I would be reassigned to a control group	1.5	1.2	1.4	1.8
E. I would get out of the reserves	6.2	3.8	5.0	8.4
F. Something other than above	3.4	3.2	6.0	2.1
G. I don't know	28.2	27.2	28.7	28.5

29. Do you think you have any problems that your Commander should be aware of in the event your unit is mobilized?

A. Yes, and I have talked with my Commander about them	6.7	2.7	8.5	8.2
B. Yes, but I have not talked with my Commander about them	24.5	29.7	19.6	23.8
C. No	68.8	67.6	71.9	68.0

30. What would be your strongest reason for not wanting to be mobilized?

A. Care for dependents	24.8	20.4	17.2	31.2
B. Civilian job	18.3	19.5	16.1	18.7
C. Financial hardships	16.6	19.5	14.3	15.9
D. Poor health	2.5	4.2	1.5	2.0
E. Other	37.8	36.4	50.9	32.2

TOTAL MALE F - THRU F - CASP

31. In the event your unit is mobilized, how much time would you require to make the necessary personal arrangements prior to leaving your home?

A. Less than one week	24.2	28.6	28.5	19.3
B. One to two weeks	24.3	23.2	27.2	23.7
C. Two weeks to one month	18.6	14.4	17.4	21.7
D. One to two months	9.8	9.7	4.7	12.4
E. Longer than two months	4.8	8.8	4.0	2.7
F. My unit will never be mobilized	3.8	4.1	3.3	3.8
G. I do not expect to go with my unit	14.5	11.2	14.9	16.4

32. Before you entered the Army Reserve did the recruiter at any time explain to you that you would subject to mobilization?

A. Yes, but only after I asked	8.5	4.3	7.4	11.5
B. Yes, without my asking	23.7	20.6	19.8	27.7
C. No	47.7	47.0	52.7	45.6
D. I don't remember	20.1	28.1	20.1	15.2

33. When you entered the Army Reserve was the mission of the unit in the event of mobilization explained to you?

A. Yes	28.4	26.1	21.8	33.1
B. No	54.9	50.4	59.3	55.3
C. I don't remember	16.7	23.5	18.9	11.6

34. When you entered the Army Reserve were you told what was expected of individual members in the event of mobilization?

A. Yes	22.1	24.3	19.9	21.8
--------	------	------	------	------

	<u>TOTAL</u>	<u>MALE</u>	<u>F - THRU</u>	<u>F - CASP</u>
B. No	61.2	52.6	61.7	66.3
C. I don't remember	16.7	23.1	18.4	11.9

35. When you entered the Army Reserve were you provided information and/or counseling concerning the handling of your personal affairs in the event of mobilization?

A. Yes	10.3	14.7	10.7	7.5
B. No	78.0	64.7	77.9	85.9
C. I don't remember	11.7	20.6	11.4	6.6

36. Have you ever participated with your unit in familization training utilizing equipment that would be used during mobilization?

A. Yes	34.0	43.5	26.8	31.9
B. No	66.0	56.5	73.2	68.1

37. How much time have you spent on active duty or active duty for training? (with any branch of the military)

A. I have no active military service time	9.8	9.9	8.9	10.3
B. Less than 2 weeks	2.6	.9	.7	4.6
C. Two weeks to one month	34.1	1.4	5.7	68.3
D. One to four months	22.0	29.6	30.9	13.0
E. Four to six months	22.5	44.0	37.5	1.6
F. Six to 12 months	6.5	11.6	11.0	1.1
G. More than a year	2.5	2.6	5.3	1.1

	<u>TOTAL</u>	<u>MALE</u>	<u>F - THRU</u>	<u>F - CASP</u>
38. How long have you been in a reserve unit?				
A. Under one year	32.8	40.7	34.3	27.2
B. One to two years	56.7	44.1	58.3	63.6
C. Two to three years	9.0	10.5	6.7	9.2
D. More than three years	1.5	4.7	.7	

39. If you enlisted under the REP 63 or Thru-ticket programs, what is the highest level of military training that you have completed since joining the Army Reserve?

A. Does not apply, I am in the CAS Program				
B. Basic training	18.3	17.9	13.4	52.4
C. Advanced individual training (AIT)	63.9	65.2	68.3	26.2
D. Specialized training beyond AIT (include correspondence courses)	11.2	10.6	11.8	11.9
E. I am awaiting entry in initial active duty for training (IADT)	6.6	6.3	6.5	9.5

40. If you enlisted under the Civilian Acquired Skills Program (CASP), are you satisfied in your job position?

A. Does not apply, I did not enlist under the CAS Program				
B. Very satisfied	34.6	42.2	30.0	34.0
C. Somewhat satisfied	36.8	29.8	35.0	37.6
D. Not very satisfied	14.5	10.5	15.0	14.9
E. Not at all satisfied	14.1	17.5*	20.0*	13.5

*Below level of reliability

41. If you enlisted under the Civilian Acquired Skills Program (CASP) which of the following have you completed?

A. Does not apply, I am not in the CAS Program

	<u>TOTAL</u>	<u>MALE</u>	<u>F-THRU</u>	<u>F- CASP</u>
*Below level of reliability				
B. Two weeks active duty for training (ADT) portion of Basic Training	18.1	11.1	36.8	17.9
C. 32 hours of inactive duty training (IDT) portion of Basic Training	4.0	5.6	10.5	3.7
D. Both ADT and IDT portions of basic training	71.8	55.5	42.2	73.8
E. I am awaiting entry on initial active duty for training (IADT)	6.1	27.8*	10.5*	4.6

INFORMATION PAPER

DAPE-MPE-DR
24 February 1978

SUBJECT: Sole Parents

PURPOSE: To determine the number of service members on active duty who are sole parents (by officers, enlisted, careerists, and noncareerists) and their average number of dependents.

FACTS:

1. Two sources were used to collect data, the master file and a survey.

2. Master file:

a. The following data were extracted from the Officers' Master File (OMF) and the Enlisted Master File (EMF). Total population: 769,586 (active Army only).

SINGLE PERSONNEL WHO HAVE DEPENDENTS 1/

	<u>Number</u>	<u>Percentage</u>	<u>Average Number of Dependents <u>2/</u></u>
Officers/WO <u>3/</u>	1805	1.9	1.9
Enlisted <u>4/</u>			
-3 years or less	6608	1.8	3.3
-over 3 years	<u>11160</u>	<u>3.7</u>	<u>1.9</u>
TOTAL/AVERAGE	19573	2.5	2.4

Notes:

1. Individuals whose marital status is single, widowed, divorced, or annulled, and who have dependents. It is possible that not all personnel in these categories have custody of their dependent children.

2. Unaudited data; therefore, may be erroneous.

3. All grades and years of service. (OMF does not identify careerists and noncareerists.)

4. EMF does not separate minor from adult dependents.

25-B-4-1

Appendix 4 to Annex B

DAPE-MPE-DR

SUBJECT: Sole Parents

b. As indicated by notes 1 and 4, master file data are not totally reliable. The percentage of sole parents in the active Army (2.5%) as shown on the EMF/OMF is probably high.

3. Survey:

a. The following data were extracted from the Report of Marital and Sole Parent Data, a part of the Report of Nonproductive Time, which was directed by ODCSPER in June 1977. This survey was conducted among selected units in accordance with criteria established at HQDA (Tab A). Sample size was 30,354.

1. Breakdown by command:

<u>MACOM</u>	<u>Percentage of Sole Parents*</u>
FORSCOM	.6
EUSA	.15
USAREUR	.5
TRADOC	1.6
Health Services Command	1.6
Communications Command	<u>1.8</u>
AVERAGE	1.0

2. Breakdown by grade:

	<u>Percentage of Sole Parents*</u>
Officer/WO	1.3
EM	.9

3. Breakdown by sex:

	<u>Percentage of Sole Parents*</u>
Males	.7
Females	3.6

*For purposes of this report, dependents were defined as minor children, present and living with the service member.

b. The survey was not a random sample, and 157 of the 170 units surveyed were units of less than 400 personnel. These two facts decrease the reliability of the survey data.

4. The true number of sole parents in the active Army most likely lies somewhere between 1% and 2.5%. Because of the problems with both data sources, this is a preliminary estimate.

DAPE-MPE-DR

SUBJECT: Sole Parents

5. In order to determine the number of single personnel who have sole responsibility for minor dependents, ODCSPER and Survey Branch, MILPERCEN, designed questions for the February Quarterly Survey. The questions were constructed so that we should be capable of assessing the number of sole parents, as well as the number of dependents, affected by duty beyond normal working hours, general mobilization, and evacuation in case of hostilities. Survey results are expected in June.

Mrs. Massey/72556

25-B-4-3



DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL
WASHINGTON, D.C. 20310

DAPE-MPE-PS

9 JUN 1977

SUBJECT: Report of Nonproductive Time (Factors Other Than Pregnancy or Dependency) RCS DD-M(OT)7723 Parts B and C

SEE DISTRIBUTION

1. The Department of Defense has required all services to collect data which would permit a valid nonproductive time comparison between men and women.

2. Accordingly, request addressees select units to collect data pertinent to the factors listed on the locally reproducible form at Inclosure 1 based upon the formula and selection criteria discussed below. Data is to be reported for the period 1 July - 31 Dec 1977. Monthly reports as of the last day of the month will be forwarded to this Headquarters, ATTN: DAPE-MPE-PS NLT one week after the end of the month. These reports are to be consolidated by major commands and forwarded together with unit reports. This data is being collected solely to assess impact of non-productive time on the Army. Under no circumstances will units or commands be evaluated or compared on the basis of data reported.

3. Unit Selection Formula:

TRADOC	- 40 units	HSC	- 10 units
FORSCOM	- 50 units	USACC	- 10 units
USAREUR	- 50 units	EUSA	- 20 units

4. Unit Selection Criteria:

a. Each Command will divide, as equally as possible, its total at paragraph 3, above, between those units in which women may not be assigned (Category I units, or Category II and III units and TDA units where assignment of women is precluded due to mission, location, etc) and units in which men and women are performing similar duties. In units which men and women are performing similar duties, data is not to be collected on men serving in MOS which are closed to women, e.g., 11B. Request each Commander advise this office by 1 July 1977 of the unit designation and location of all units selected to collect data.

DAPE-MPE-PS

SUBJECT: Report of Nonproductive Time (Factors Other Than Pregnancy or Dependency) RCS DD-M(OT)7723 Parts B and C

b. In general, Company size and larger units will be selected based upon the following constraints.

-- No more than 1 unit from a single Battalion or equivalent will be selected.

-- No more than 2 units from a single Brigade or equivalent will be selected although a third is permitted if it is a Headquarters unit.

-- No more than 6 units from a single Division or equivalent will be selected.

-- Commands will make every effort, when appropriate, to distribute the collection mission proportionately among "type" units such as Armor, Artillery, Infantry, Finance, Transportation, Signal, MEDDAC, Military Intelligence, etc.

-- A US Army Garrison Headquarters will be considered a unit.

-- The military members of a service school staff and faculty will be considered a unit.

-- Units in which men and women perform similar duties will include at least 5% female personnel assigned.

-- Units in Alaska, Hawaii and the Canal Zone will be included in this project.

5. FORSCOM, TRADOC, USAREUR, HSC and USACC are to make every effort to avoid assignment of this data collection project to units previously selected by USAMILPERCEN to provide data pertaining to nonproductive time due to pregnancy and dependency. Those units are specified in MILPERCEN MSG 131600Z May 77 (USAREUR) and 310900Z May 77 (FORSCOM, TRADOC, HSC, USACC).

6. Each unit selected for the data collection effort discussed above will also submit a one-time report as of 30 September 1977 on the locally reproducible form at Inclosure 2. This data will be used to estimate the number of sole parents in the Army and the number of service "couples" (when both husband and wife are service members).

7. It is recognized that these data collection requirements place a difficult administrative burden upon the units involved. The larger effort will

DAPE-MPE-PS

SUBJECT: Report of Nonproductive Time (Factors Other Than Pregnancy
or Dependency) RCS DD-M(OT)7723 Parts B and C

require establishment of a day-by-day collection process for all assigned personnel to permit end-of-month tabulation and reporting. Nevertheless, the significance of this data collection in terms of long term policy decisions essential to the Army and the Department of Defense, justifies this effort.

FOR THE DEPUTY CHIEF OF STAFF FOR PERSONNEL:

Paul S. Williams, Jr.

2 Incl

as

DISTRIBUTION:

PAUL S. WILLIAMS, JR.

Major General, GS

Director of Military

Personnel Management

Commander

FORSCOM

Fort McPherson, GA 30330

Commander

US Army, Europe & 7th Army

APO New York 09403

Commander

TRADOC

Fort Monroe, VA 23651

Commander

US Army Health Services Command

Fort Sam Houston, TX 78234

Commander

US Army Communications Command

Fort Huachuca, AR 85613

Commander

8th US Army

APO San Francisco 96301

ANNEX C

1. Current ARNG policy concerning eligibility for retention of married military couples with dependents is: Membership of a husband and wife team is authorized only when the applicants have no dependents. Date of enlistment need not be effected on the same date for this policy to apply. Retention of a husband and wife team who, subsequent to enlistment, claim a dependent is authorized during the current term provided they enlisted without dependents. Upon reaching eligibility for extension of enlistment, on the same date, either the husband or wife will be rendered ineligible and must be discharged by reason of failure to meet dependency criteria. Should the eligibility for extension of enlistment occur on separate dates, the discharge rule applies to whomever's extension eligibility is scheduled first.

2. On 16 February 1978, Recruitment and Reenlistment Division, ODCSPER, initiated a staffing document concerning the above policy. See Appendix 1. Responses are due on 15 Mar 78.

DISPOSITION FORM

For use of this form, see AR 340-15, the proponent agency is TAGCEN.

REFERENCE OR OFFICE SYMBOL	SUBJECT
DAPE-MPR-P	Dependency Criteria for Immediate Reenlistment or Extension of Enlistment
TO SEE DISTRIBUTION	FROM DAPE
	DATE 16 FEB 1978 CMT 1 MAJ Lacheen/bg/75150
<p>1. The ARNG does not permit husband and wife teams and single individuals to extend their enlistments if they have a dependent under age 18. Waivers, however, are granted in meritorious cases. The Active Army and the USAR do not consider dependency as a criteria for immediate reenlistment.</p> <p>2. The ARNG must be prepared to mobilize and be deployed for a state or federal mission. All members of the ARNG must be able to deploy with their unit. One member of a husband and wife team or a sole parent may have to be excused in order to care for the dependent. An information paper explaining the ARNG rationale for this policy is at Inclosure 1.</p> <p>3. The dependency problem affects both the Active Army and the USAR with respect to mobilization/deployment. It is therefore necessary that an examination of this problem be conducted and solutions devised.</p> <p>4. Whenever possible, enlistment/reenlistment policy should be the same for all components. Therefore a determination must be made as to the feasibility, legality, and desirability of applying the ARNG policy to the Active Army and the USAR. If the ARNG policy is not feasible or desired for the Active Army and the USAR, what alternative policy could meet the Army's needs and still be fair to the individual?</p> <p>5. Request you provide comments on adoption of the ARNG policy or alternate solutions to the dependency problem to DAPE-MPR-P by 15 Mar 78.</p> <p>FOR THE DEPUTY CHIEF OF STAFF FOR PERSONNEL:</p> <p>1 Incl as</p> <p><i>for</i> <i>Wm A. Greynolds</i> LTC, GS WILLIAM A. GREYNOLDS Colonel, GS Chief, Recruitment and Reenlistment Division</p> <p>DISTRIBUTION: DAAR-ZA DAJA-AL DAPE-MPE DAPE-PBP DAPE-DW DAMO-OD DAAG-LR DAPC-SGS</p> <p>Appendix 1 to ANNEX C</p> <p>25-C-1-1</p>	

INFORMATION PAPER

NGB-ARP-E

14 Feb 78

SUBJECT: Dependency Criteria - Army National Guard

Purpose: To provide discussion on the dependency criteria applied for purposes of enlistment, reenlistment, and extensions thereof, in the Army National Guard

Discussion:

1. Prior to May 1972, female applicants, married or single with dependents, were not eligible for entry into the ARNG. Male applicants, marital status immaterial, were eligible for entry provided they had no more than three dependents. Male applicants with four or more dependents were eligible provided entry grade was E4 or above.

2. During July 1973, the dependency criteria was liberalized to authorize entry of female applicants with two dependents, and for the first time, single applicants with dependent children were allowed entry provided permanent arrangements for dependent care were made prior to acceptance.

3. On 24 September 1975, the current policy was enacted. It was implemented to provide equal dependency criteria and after careful consideration of the following:

a. The term "enlistment" as used by the ARNG includes all nonprior and prior service personnel who enter the ARNG for the first time. The term "reenlistment" includes any second or subsequent reentry into the ARNG, including initial entry of Air National Guard members. These terms are considered to be consistent with the intent of the dependency criteria prescribed in table 2-1, rule F, AR 601-210. This provision was adopted for policy use in the ARNG.

b. The term "extension" as used by the ARNG includes all ARNG personnel who continue on active ARNG status without a break in service with the same State or territory. The dependency criteria as applied to this category of personnel is the same as the criteria for enlistment and reenlistment, except that waivers are considered under meritorious cases for husband and wife teams, and sole-parents excluding the category of divorced members.

INCL 1

14 Feb 78

SUBJECT: Dependency Criteria - Army National Guard

4. The following factors were carefully considered in the development of the current dependency policy.

a. Establishment of a policy that would apply equally to enlistment, reenlistment, and extensions thereof.

b. Assurance that members recognize that their dependents could suffer from ARNG mobilization demands.

c. Neither the ARNG nor the Active Army provide for the welfare of dependents of ARNG members upon mobilization.

d. Dependents of mobilized ARNG members may not have immediate access to medical, post exchange, Army Emergency Relief, and other military facilities. This can cause a great hardship.

e. ARNG does not provide a cohesive military community that dependents can identify with during the absence of the member.

5. Overall, the welfare of dependents is of major concern to the ARNG. The primary concern however, is the assurance that the member is a definite mobilizable asset, and that the welfare of his/her dependents does not interfere with performance of duty.

CHAPTER 26

Human Relations Problems

TABLE OF CONTENTS

	<u>PAGE</u>
SECTION I. STATEMENT OF PROBLEM	26-2
SECTION II. BACKGROUND	26-2
SECTION III. METHODOLOGY	26-3
SECTION IV. FINDINGS AND DISCUSSION	26-3
A. Acceptance/Paternalism	26-3
B. Fraternization	26-5
C. Pregnancy	26-6
D. Utilization/Assignment	26-7
E. Training	26-8
F. Housing	26-10
G. Senior Female Role Model	26-11
SECTION V. CONCLUSIONS	26-12
SECTION VI. RECOMMENDATIONS	26-12
ANNEX A. GUARD AND RESERVE GRADE STRUCTURE	26-A-1

I. STATEMENT OF PROBLEM:

Assess the human relations problems associated with the integration of women in the ARNG/USAR; determine appropriate corrective action.

II. BACKGROUND:

The strength and role of women in all components of the Army have expanded significantly since the inception of the all-volunteer Army in the early 1970's. In order to identify and resolve issues associated with that expansion and thus ensure more effective utilization of women as an integral part of the Army, the active Army has conducted numerous studies and tests to include the following major efforts: Women in the Army (WITA) Study (1976); Women Content in Units (MAX-WAC) (1976-77); Women in the Army REFORGER 1977 (REF-WAC 77); Evaluation of Women in the Army (EWITA) (1977-78).

Review of findings and conclusions of these projects, and conclusions from Department of the Army Inspector General (DAIG) findings, revealed that matters such as leadership and management, pregnancy, fraternization, utilization and housing were significant issues associated with the integration of women in the Active Army.

Literature search revealed a void in research and study regarding women in the Reserve Components; however, it was assumed that parallel problems may exist in the integration of women soldiers in the Army National Guard (ARNG) and the Army Reserve (USAR).

III. METHODOLOGY:

Active Army studies and documents were reviewed. Selected members of the Reserve Components were interviewed. Statistical data were analyzed. DAIG reports and information related to human relations problems were reviewed. Views of major Reserve Component commanders concerning WITA-RC issues were solicited and considered.

IV. FINDINGS/DISCUSSION:

Only limited data were available to determine the magnitude of human relations problems in the Reserve Components; historically, however, problem areas in the active Army have also been areas of concern for the Reserve Components. Issues identified by active Army studies and tests have also been pinpointed by the Reserve Components as problem areas.

Based upon available data, interviews, and views of major Reserve Component commanders, the problems discussed below were considered to have human relations implications:

A. Acceptance/Paternalism: Available information suggests that acceptance of women entering a predominantly male environment may affect working relationships. Male supervision of women was identified as a human relations issue when it involved paternalism and stereotyping.

Some male commanders and supervisors have difficulty treating women as soldiers due to paternalistic or stereotypic attitudes. Older men may tend to treat women soldiers like daughters, protect-

ing them from real or imagined hardship and danger associated with military service. In some cases, regulations regarding dress and uniform appearance are not enforced for women as stringently as for men.

There appears to be a growing perception among men that women enjoy unfair advantages in uniform appearance and authorized items of wear. It is further perceived that these advantages extend to the excusing of women from performing company duties (guard, CQ, etc.) and participating in field training exercises.

These and other discriminatory occurrences annoy male soldiers and contribute to negative attitudes toward women.

Conclusion: Paternalism and/or stereotyped attitudes toward women stem from, among other things, a traditional cultural norm that the protection of the nation is the responsibility of the male; the traditional attitude of men that women are weak or should be protected; and perhaps a lack of adequate knowledge about women as people vs their traditional roles as wife, sweetheart or mother. Many commanders in the Reserve Components have had little experience with supervising military women. Some commanders reportedly are employing supervisory techniques that are based on traditional thinking about women and their capabilities, rather than treating women soldiers as they would male soldiers. Decisions are sometimes made for or about individual women based on presumed characteristics of all women.

There are clear indications that the attitude of the chain of command toward women, whether positive or negative, will be reflected by the unit members.

B. Fraternization: The subject of fraternization has been identified as a human relations issue that is potentially a human relations problem in the active and reserve forces. The term "fraternization" is used to identify social interaction on an individual level between supervisors and subordinate personnel, off-duty and on duty, which is prejudicial to good order, discipline and unit efficiency.

While fraternization could be punishable under the UCMJ, there are no regulations or policies (active Army or Reserve components) which specifically address fraternization between individual supervisors and subordinate personnel. Rather, fraternization is governed by customs of the service.

Since it is difficult to define what is acceptable social interaction between service members, and conduct prejudicial to good order and discipline, the test of its occurrence often is situational depending on particular circumstances, personal judgment and discretion.

There are no formal data to support the existence of fraternization as a problem in the Reserve Components; however, the presumption that fraternization exists in the reserve environment

is corroborated by interviews of both male and female respondents. The magnitude of the problem is not known.

Conclusion: Fraternization is a problem, the extent of which has not been determined. However, commanders at all levels need to develop guidelines to preclude problems and to handle situations of fraternization. All personnel need to know what the custom is and why it exists.

C. Pregnancy: Pregnancy has been identified as a human relations issue in both the active and reserve forces. Some commanders believe pregnant soldiers lower troop morale, particularly if they do not perform all tasks in their duty MOS and other soldiers must assume the additional workload. Most ARNG/USAR commanders lack both knowledge and experience in managing pregnant soldiers and may doubt their ability to perform their duties. This can result in the lack of supervision and malutilization. Most major Reserve Component commanders indicate pregnancy has posed no significant problem to date, noting that the individual is provided sufficient options. For the most part, it appears that Reserve Component women who decide to remain in the service continue to perform their duties during the inactive duty training (IDT) phase. Apparently little unit training time is lost due to pregnancy because members may make up excused assemblies. If pregnant when the unit is scheduled for annual training, a member may be excused and attend alternate training. However, if a

soldier is pregnant when a unit is mobilized, she will not be deployed with her unit under present policies. This is the most significant aspect of the issue.

Conclusion: The pregnancy issue raises questions concerning mobilization and full readiness. Pregnancy policies are under continuing review at Department of Army level.

D. Utilization/Assignment: Some women in the Reserve Components have highlighted utilization and assignment of women as a problem. Assignment and utilization policies for women in the ARNG/USAR are the same as for men within the limits of the combat exclusionary policy. Assignment of women is based upon the availability of a vacancy in a unit and skill which is open to women. Position vacancies are filled on a first-come/first-served, non-discriminatory basis.

Assignments are also geographically constrained. Personnel cannot be reassigned to redistribute personnel shortages and overages. A soldier generally cannot be promoted, no matter how qualified or proficient in the job, unless a vacancy exists in the higher grade in the duty MOS.

Women are still primarily serving in traditional MOS, generally by choice. They are concentrated in clerical and medical fields, thus

limiting their assignment flexibility. Some commanders have indicated that men are generally better utilized than women, and it is believed that while the situation has improved, some commanders utilize women in administrative duties regardless of their MOS.

Conclusion: ARNG/USAR recruit and manage personnel based on unit vacancies on a decentralized basis. Primarily, the Reserve Components utilize the soldier in a duty MOS which is consistent with the skill in which the individual is trained. However, no guarantee is made for continued utilization in the trained skill because of changing unit mission requirements. A soldier is ~~often~~ reclassified to provide him/her with desired upward mobility consistent with unit vacancy projections. Overall, however, utilization practices are predicated on the needs of the Unit.

Utilization of women in the Reserve Components is a matter of concern as it is in the active Army. It constitutes a human relation problem when women are assigned duties such as clerks when they are trained in other MOS.

E. Training: Unequal standards in training have been identified as a human relations problem. In the Reserve Component Civilian Acquired Skills (CAS) Program, women who possess a usable skill may elect a basic training option under which they receive a two-week active duty training program followed by 32

hours of instruction at the home unit (BT 2). Males must undergo the full basic training course.

Many Reserve Component soldiers have expressed the concern that women brought in under the CAS BT(2) option are not fully qualified as soldiers because of their abbreviated basic training. Under the CAS program, personnel may receive accelerated promotions. Men with more soldier skills and experience tend to see this as discriminatory. This program has fueled negative attitudes toward women and inspired commanders' statements such as the following:

"Females should receive basic training equivalent to that of males, to make them effective all-around soldiers, to help increase their survivability and the survivability of their units. Although the female may be a good soldier in a Reserve situation, it appears valid to ask how good these same females will be as soldiers during prolonged tactical periods of stress, deprivation, unpleasantness, horror and all else a unit might experience even if it is not a combat unit. The outstanding example of Army Nurses is often cited; but those women are conditioned to facing many ordeals almost every day of their professional lives. Most other USAR women do not have their background...and do not even have more than two or three weeks of basic training. Even if they will only possibly participate in perimeter defense, it is essential females receive more comprehensive and vigorous basic training than they now receive. Many people have often said basic

training was valuable in developing soldierly character, as well as skills, and that "the harder one trains, the less one bleeds," that we are all "soldier first."

Conclusion: Unequal treatment of this nature, deemed necessary to meet recruiting goals and fill unit spaces, should be explained to all soldiers to gain maximum support. The long-range effects of differing training programs for men and women need to be assessed in light of expressed concerns. This is presently being studied.

F. Housing: The housing arrangement for women during field exercises and annual training has created human relations problems. Many men feel women soldiers receive better accommodations and more consideration for comfort - e.g. women soldiers may be placed in hotels or bachelor officer quarters while their male counterparts are housed in tents. Many commanders are concerned that command control is lost when troops are separated and women often protest being separated from their units. A frequent gripe of some women officers is that they are sometimes required to "babysit" another unit's women. Some male commanders are concerned that billeting females in the same housing area as males will adversely affect the retention of married male members. This is based upon the unsubstantiated belief that the wives of married male soldiers will protest when women and men are housed in the same area.

Conclusion: While housing is not a problem in all units, it is a valid concern to some, where low morale sometimes exists as a by-product of unequal treatment. Under current Army policy, women may be assigned to joint-use (male and female) housing, provided secure separate sleeping and latrine facilities are available. Space and adequacy criteria are identical for both men and women and are based upon the grade of the occupant, not gender. The intent of the policy is to assure privacy and security for men and women whether housed in the field or in garrison.

G. Senior Female Role Model: Some junior officers and enlisted women perceive the relative lack of senior women in positions of authority as a problem. They indicate that senior females are needed to encourage their career development. There are insufficient numbers of women in commissioned, warrant and noncommissioned officer grades to provide adequate sex role/ leadership models for women. The disparities by grade are depicted at annex A.

Conclusion: The foregoing data support a conclusion that there are insufficient numbers of senior women to provide role models for women in the Reserve Components. In addition to serving as role models for junior officers and enlisted women, increased numbers of women in positions of visible authority should enhance the acceptance of women as peers and supervisors. This problem can most likely be solved through the progression of women to higher grades/positions as they attain eligibility.

V. CONCLUSIONS:

Specific conclusions pertaining to individual problem areas are shown in Section IV above. Many of the problems associated with women in the military are "time sensitive" and will be corrected when service women and men are equally trained, adequately supervised, and appropriately utilized. Human relations or awareness training should assist in this regard.

VI. RECOMMENDATIONS:

That appropriate action be taken at all levels of command in the Reserve Components to provide awareness training and education regarding women.

That instruction on non-fraternization as a part of customs and traditions of the service be included in appropriate Officer/NCO leadership classes and seminars.

That ARNG/USAR actively participate in policy development regarding pregnancy.

That the needs of the reserve components be incorporated into the subject matter addressed in human relation training programs.

That women as well as men be utilized to the fullest extent possible in the skills for which they are trained.

That women be housed with their units of assignments when privacy and security criteria can be met. When housed separately, men and women should receive equal accommodations.

That Affirmative Action Program continue to reflect goals for increasing the Reserve Components representation of women officers in basic branches and monitor the command/promotion selection rates for women officers.

GRADE STRUCTURE USAR

	<u>FIELD OFFICERS</u>		<u>COMPANY OFFICERS</u>		<u>WARRANT OFFICERS</u>		<u>OFFICER & WARRANT OFFICER TOTAL</u>	<u>E9-E6</u>		<u>E5-E1</u>		<u>ENLISTED TOTAL</u>
	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>		<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	
MALE	10,948	33.0	18,902	56.4	3,531	10.6	33,381	41,860	31.5	91,187	68.5	133,047
FEMALE	513	21.2	1,879	77.5	31	1.3	2,423	1,615	8.3	17,880	91.7	19,495

GRADE STRUCTURE ARNG

	<u>FIELD OFFICERS</u>		<u>COMPANY OFFICERS</u>		<u>WARRANT OFFICERS</u>		<u>OFFICER & WARRANT OFFICER TOTAL</u>	<u>E9-E6</u>		<u>E5-E1</u>		<u>ENLISTED TOTAL</u>
	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>		<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	
MALE	7,108	21.4	19,011	57.3	6,881	21.0	33,000	67,829	22.0	239,479	78.0	307,308
FEMALE	68	10.8	541	86.0	20	3.2	629	402	3.0	11,694	97.0	12,096

SOURCE: DMPM - AL5 Report

EOM Nov 1977

26-A-1

CHAPTER 27

Views of State Adjutants General and Major Army Reserve Commanders

TABLE OF CONTENTS

	<u>PAGE</u>
SECTION I. STATEMENT OF PROBLEM	27-2
SECTION II. BACKGROUND	27-2
SECTION III. METHODOLOGY	27-2
SECTION IV. FINDINGS/DISCUSSION	27-3
A. Market Survey/Advertising/Incentives/ Recruiter Training	27-3
B. Contractual/Statutory Obligations/ARNG/ USAR Information at Separation	27-5
C. Enlistment Criteria/ARNG-OCS Educational Standard	27-6
D. Women Officers	27-8
E. Attrition/Losses	27-8
F. Pregnancy Policies/Dependency	27-10
G. CAS BT(2)/Catchup Training	27-11
H. Officer Orientation Training	27-13
I. Sex Education/Rape Prevention Training	27-14
J. Advanced Training/Education, Assignment/ Utilization, Promotion/Leadership, Career Development	27-14
K. Human Relations Problems	27-15
L. General Comments	27-16
SECTION V. CONCLUSIONS	27-17
SECTION VI. RECOMMENDATIONS	27-18
ANNEX A. NGB Letter	27-A-1
ANNEX B. OCAR Letter	27-B-1

I. STATEMENT OF THE PROBLEM

To determine the views, ideas and experience of State Adjutants General and major Army Reserve commanders with regard to women in the Army National Guard and Army Reserve.

II. BACKGROUND

Due to their comprehensive background and experience as senior military leaders, it was considered necessary and appropriate to solicit comments and recommendations from the State Adjutants General and major USAR commanders regarding the utilization of women in the Reserve Components.

III. METHODOLOGY

On or about 30 January 1978, letters were dispatched to the State Adjutants General (sample NGB letter is at Annex A) and the major USAR commanders (sample OCAR letter is at Annex B). These letters described the review project and requested comments concerning each command's current experience with women soldiers, as well as any suggestions or recommendations with respect to Army policies governing the utilization of women in the Reserve Components. Additionally, a listing of the major issues being addressed under the WITA-RC review was provided for any comments deemed appropriate.

Responses received by 25 March 1978 were considered in the preparation of this chapter, and represent 32 State AG's and 46 USAR commands. Responses were analyzed on an individual

and collective basis with a view toward extracting significant suggestions as well as determining where consensus exists. The results of this analysis are presented in Section IV below, as well as in other chapters where the findings have a direct bearing on the subject matter.

IV. FINDINGS/DISCUSSION

Nearly all respondents addressed most of the issues which related to recruiting, training, and personnel policies and practices. Issues which focused upon methodology in the organization and structure of the force were regarded primarily as matters of Department of the Army concern and were not commented upon. Summaries of the responses are given below, reflecting consolidation of related issues.

A. 1. Is there a need for a market survey to determine women's attitudes/interest about military service, and the extent of their awareness of the opportunities to serve in ARNG/USAR enlisted or officer status?

2. Are current programs, including advertising and recruiting incentives, adequate to attract qualified women to the ARNG/USAR?

3. Does the present Reserve Component recruiter training program provide adequate product knowledge to enhance recruiting women for traditional MOS? - for nontraditional MOS?

Market Survey. About three-fourths of the respondents generally agreed that a market survey was needed, in particular to measure

the interest women might display about the various types of jobs now open to them in the Reserve Components.

Advertising. It was generally believed that women in the civilian population were not well enough informed or aware of the opportunities for service in the Reserve Components, nor of the variety of training possible for women in different career fields.

Several respondents observed that the current advertising programs, along with their successful female recruiting effort, indicated that sufficient resources were being applied to advertising for women. Some State AG's and USAR Training Division commanders judged that advertising was adequate in view of the limited number of positions open to women in their units. The majority agreed that more emphasis was needed to attract women to non-traditional jobs. Some suggestions were that women should appear more often in local newspaper, radio and television advertising and that high visibility ads, such as billboards and large outdoor exhibits, should include women. Six or more commands specified that more emphasis is required in advertising to attract women officers, line and medical services, or in materials to appeal to potential OCS applicants.

Incentives. Incentives were not specifically addressed by most respondents. One response indicated that incentives should not be considered unique to women nor confined to men.

Recruiter Training. It was widely believed that recruiters either need more information, or more specific direction, about how to encourage more women in the nontraditional skill areas.

Some respondents believed that the recruiter is not adequately informed about the roles women can fill, or about the MOS requirements of the supported units, or simply tends to fill the administrative positions with women applicants. Several also stated that the recruiter must overcome the "natural hesitancy" of women to place themselves in a nontraditional role, and at least four suggested that more women should be trained as recruiters. Further comments about recruiter training also appeared in the responses to the following issues.

B. 1. Are qualified enlisted women (at ETS) and female officers (upon release from extended active duty) being given appropriate information and the opportunity to continue their military career in the ARNG/USAR?

2. Are procedures and practices adequate to insure that women (and men) enlisting and serving in the ARNG/USAR are aware of their individual, contractual and statutory responsibilities?

More than half of the respondents who commented in detail concerning the above issues, emphasized the responsibility of the recruiter in either instance.

ARNG/USAR Information At Separation. The majority of the commands which addressed this issue indicated that adequate information is being given to enlisted personnel during the separation process. Some remarked that this situation had markedly improved since ARNG in-service recruiters and USAR reenlistment NCOs have been placed at the Army transfer points. Several respondents indicated

that special emphasis should be placed upon reaching women leaving active duty in order to increase the number of experienced military women in units and perhaps to improve their representation in the higher grade levels. These and several others also indicated that a concerted effort was needed to bring the prior service woman officer into units.

Contractual/Statutory Obligations. About two-thirds of the respondents indicated that policies were adequate in respect to informing personnel about their individual responsibilities. Others expressed some doubt whether in practice these responsibilities were adequately communicated to nonprior service (NPS) personnel during the recruiting process. Some also addressed the unit responsibility in this area, indicating that obligations must be reaffirmed on a continuous basis by unit commanders. Several respondents recommended using command information programs at the unit level as a means to insure troop awareness and to encourage satisfactory participation. Others suggested that a handout or brochure that outlined requirements for satisfactory participation would be helpful. Others believed that the same action should be taken to enforce attendance standards whether the individual was serving under a contractual agreement or a statutory obligation; otherwise, the result can be unequal treatment for the same offense, i.e., failure to meet unit attendance requirements.

C. 1. Is it feasible and desirable to equalize male/female criteria for enlistment in the ARNG/USAR?

2. Is it feasible and desirable to equalize educational requirements for men and women applicants for ARNG OCS? (This question was asked only of ARNG addressees.)

Enlistment Criteria.

Almost without exception, the respondents indicated that it is desirable to equalize standards for men and women. The prevailing position is one of providing for equal opportunity, and the higher requirements for women are regarded as discriminatory. Half of the respondents also addressed the feasibility of equalizing the enlistment standards. Some indicated that it would be desirable to raise enlisted requirements for men to that of women to enhance the quality of the force, but recognized that the loss of male accessions would be unacceptable. If the alternative of lowering women's standards to male standards was pursued, it was generally dismissed by indicating that quality should be the key. At least eight respondents specifically addressed the different entry testing and mental test scores required for women as inequitable and some suggested that these differences could be considered legally indefensible.

ARNG-OCS Educational Standards.

The ARNG responses about equalizing the educational standards for women applicants to state level ARNG-OCS adopted the same equalitarian position as above without exception. Most believed that standards for women should be the same as for men. Many said that the policy denied many capable women the opportunity to participate in the OCS program and indicated that equalization could serve to increase the number of women officers in the units.

D. What measures can/should be taken to increase the number of women officers (special branches and line) serving in ARNG/USAR troop program units? Are commissioning sources adequate to meet ARNG/USAR needs for women officer accessions?

For the most part, ARNG respondents believed commissioning sources were adequate to meet ARNG requirements, stating that positions for women officers were restricted by the combat exclusion policy in most ARNG units. More than half of the USAR respondents who commented indicated that more women officers were needed; however, several pointed out that unit vacancies determine officer requirements. Measures frequently suggested to increase the number of women officers were (1) streamline the present "cumbersome" direct commissioning process; (2) recruit from the Individual Ready Reserve (IRR); (3) increase liaison with ROTC programs; and (4) encourage more women to attend OCS.

E. What significant factors account for attrition losses of women from ARNG/USAR units and from the IRR? What actions should be taken to enhance retention?

Of those few respondents who commented about officer losses, it was remarked that no losses had occurred, it was not applicable to the command, or it was assumed that women officers would leave units for the same reasons as men, i.e., relocation or conflict with civilian job requirements.

Most responses addressed this question in some detail concerning enlisted women. About one-third emphasized pregnancy and

parenthood, and indicated that the unit could do little to enhance retention in these instances. Fully one-third of the responses, however, concentrated upon the value of meaningful training, useful jobs, recognition for promotion, and in turn, the MOS restrictions which precluded upward mobility for women in many units. The remainder touched some or all of these areas and particularly mentioned motivation; an example follows:

" . . . training does not offer an interesting/challenging experience to the female soldier; the woman comes to a Reserve unit to do the same things that she has been doing every day in her civilian occupation (i.e., typing) and loses interest; some may feel that they are not being given the opportunities for advancement that they deserve."

A number of respondents commented that women left units for the same reasons as men, among them relocation, objections of spouse or family concerning the time spent in unit participation, and job and civilian education conflicts.

Suggestions to enhance retention included development of a pre-basic orientation program for NPS personnel; counseling efforts on a person to person basis; identification of women as potential leaders and provision for their training and promotion; designation of an officer to work with women in identifying and solving problems before they occur; and insuring that pregnant women were well informed concerning all their options, including discharge.

F. 1. Do present Army policies concerning pregnancy have an adverse impact in the ARNG/USAR? If so, how can adverse effects be eliminated or minimized?

2. Do present policies/procedures concerning sole parents and married service couples with dependents assure proper care of minor and adult handicapped dependents in the event of mobilization?

Pregnancy Policies. The majority of respondents were non-specific in replies indicating that the present pregnancy policy has no adverse effects. Two indicated that present policies should be reversed, while one asserted that discharge should not be considered prior to the actual birth because either the option to perform duty or to take medical leave of absence was more appropriate than discharge. Most of those who commented believed that the present policy provided enough options for the individual concerned, and functioned for the command as well. Most of the attendance problems due to pregnancy were relieved because pregnant members were usually capable of performing their duties during inactive duty training (IDT) and could attend alternative training when excused from annual training (AT). Several commands reiterated a view that pregnant members must be allowed to decide among all available options, stating for example, that "male oriented commands are often too oriented to just discharge the problem. . . ."

Dependency. At least two-thirds of the commands responding to

this issue indicated that policies were adequate to insure for dependent care upon mobilization. However, some qualified their responses and the remainder disagreed, in each case addressing whether the policy was realistic in the event of mobilization. Comments ranged from "the woman would not go" to the position that arrangements for dependent care are the responsibility of the individual. It was also suggested that statements signed annually to certify that arrangements were made for dependent care in the event of mobilization could preclude problems; others doubted if this action would be sufficient.

G. 1. Is it feasible and desirable to continue the existing WAC Resident/Nonresident Basic Training Program for women with civilian acquired skills? (two weeks ADT phase/IDT phase - CAS BT(2)).

2. In light of past differences in the training of men and women, what actions are required to assure that women in the ARNG/USAR receive catch-up training (weapons, tactical and field training) necessary to bring them to the same level of training as their male counterparts?

These two questions elicited comments from every respondent and responses were frequently inter-related.

CAS BT(2). Approximately two-thirds of the respondents indicated that CAS BT(2) option should be continued because it attracted women with advanced skills needed in the units. Furthermore, it was stated that many of these "more mature" women, working in medical and administrative fields, would not otherwise enlist

because they seldom could obtain enough time from their civilian jobs to attend the full 7-week basic training program. About half of these, however, qualified their response to say that some modification of the program was necessary for one or more reasons: (1) the IDT phase was difficult to support because units had only one or two women at any time who required this training; (2) that BT(2) was not adequate for training in basic military skills and general military conduct; (3) and that the BT(2) program has served to concentrate women in traditional skill areas.

The remaining respondents believed that the program should be discontinued because the individual and the unit are "short changed." A few suggested retraining to better distribute women into all jobs open to them.

Catch-up Training. The responses to this question suggest that the variations in past training for men and women in the area of weapons, tactical and field training, may not have fully surfaced except in regard to CAS BT(2). For the most part, respondents expect training management at the unit level to correct any initial training deficiencies. Some noted that more command emphasis was needed to insure that all personnel receive appropriate refresher training in this area, and to be certain that women, enlisted and officer, are included in all unit field training. A few commands stated that women occupied job positions that are not field oriented so that this type training was not necessarily appropriate.

If a special training program is indicated, most suggest that it be given in a central location, such as an ARNG state facility, for women and men who are deficient in this type training. Skilled trainers, such as are available in USAR Training Divisions, should also be used for the program. It was thought that either a special IDT program, or a special annual training (AT) program, could accomplish the task.

H. Is there a need for ARNG/USAR officers who are commissioned by direct appointment to receive orientation training prior to attending Officer Basic Courses? If so, what training programs are feasible?

The majority of respondents addressed this question in the affirmative; those who commented indicated that any officer commissioned by direct appointment, unless he/she has had prior service, should have orientation training to provide basic military knowledge prior to attending OBC.

Because it is assumed that a small number of such officers would exist within each command, most recommended consideration of a special program (16 to 80 hours in length) to be given at central reserve component locations. One respondent indicated that the need was being addressed in one state which was developing a pilot orientation course for NPS direct appointees. Several respondents extended this issue to indicate that an orientation course should also be developed for all enlistees prior to attending IADT. It was believed that this effort would pay off in reducing attrition in the training base and would

keep trainees interested and involved in the unit prior to entering IADT. Respondents reported pilot programs underway in at least three states.

I. Is it feasible and desirable to provide sex education and rape prevention training for all ARNG/USAR personnel?

Approximately half of the respondents commenting about this issue indicated that such training was desirable but that it should be provided during IADT and OBC rather than in the home station environment. It was generally stated that sex education was neither desirable nor feasible in view of the maturity of the force, the limited training time available, and the availability of this type education in the civilian community. Rape prevention training was supported by about half of the respondents, some of whom suggested that it could be included in the professional development and command information programs at the unit level. There was considerable concern expressed that this type training should be presented by specially qualified instructors.

J. 1. Do women (officer and enlisted) in the ARNG/USAR receive equitable consideration for advanced training and education?

2. Are women and men in the ARNG/USAR receiving equal treatment for assignment and utilization in their MOS/specialty. If not, what corrective action should be taken?

3. Do policies and practices provide equitable consideration of ARNG/USAR enlisted women for assignment/advancement to unit

vacancies and leadership positions?

4. Are women officers in the ARNG/USAR managed to provide equity in career development?

Responses to the above questions frequently were inter-related, and there was a general tendency to respond affirmatively in each instance. The majority of the respondents indicated that it is an individual responsibility to obtain advanced training and education. Several remarked that opportunities for advancement could be improved if personnel were willing to qualify themselves in several of the skills needed within their units. Many noted that women are predominantly in the junior grades and lack sufficient time in service/grade to be eligible for advancement to higher ranks. In addition to positions closed to women, their concentration in traditional career fields was cited as a limitation for progression. Several respondents also indicated that it is not inconceivable that some commanders may prefer male officers or enlisted men for unit positions otherwise open to women. A few remarked that the impact of OPMS upon officer career development could not yet be determined, but it was expected to broaden the opportunities for all officers who desire to participate.

K. What human relations problems are associated with integrating women in the ARNG/USAR? What can/should be done to minimize them?

With few exceptions, respondents addressed this issue in some detail. Their comments and recommendations are considered and

incorporated in Chapter 26.

L. General Comments. In addition to addressing the issues under review, a number of respondents added remarks reflecting the experience of their state or command as an increasing number of women have entered the force. Generally, their views are positive and the following comments are representative:

- I must stress that generally I have found my female soldiers to be highly motivated, dedicated soldiers who lack only in military experience. They are an asset to the Brigade.
- Women play an important role in the ... Division and the U. S. Army Reserve. They are proud soldiers, and we are very proud of them. They are tough and can do the job when given the training and opportunity.
- By and large, the ... ARNG has found female personnel to be a definite asset to our organization. Unit commanders have generally expressed pleasure at the quality of their work and dedication . . .
- In this command, our female members are a very important and necessary part of our force. The contributions made by the women soldiers to the successful accomplishment of our mission have been very valuable.
- My remarks will be very positive since our experience with our women soldiers has been quite favorable.
- It is my belief there is going to be a growing and even more important role for women in the Army National Guard . . .

V. CONCLUSIONS.

State Adjutants General and major USAR commanders generally are satisfied with the performance of women, but identify management concerns in fully integrating an increasing number of women into the force.

Most respondents favored equalizing enlistment standards, and the State Adjutants General also believed that the educational requirements for ARNG-OCS should be equalized. In each instance, most of those who commented considered the difference in standards to be discriminatory.

Although the Civilian Acquired Skills Program (CASP) is regarded as an important and viable enlistment option, many recognize that it reinforces the concentration of women in the traditional skill areas, which in turn, may limit assignment flexibility for women within the unit structure. There is also an expressed need for women to fill other positions and specialties which have opened to them.

Most commands indicate that BT(2), the abbreviated basic training program which women may attend under CASP, does not provide adequate training in basic soldier skills. Many suggest that such training deficiencies, as well as those which are the result of past variances in the training of men and women, can be remedied by insuring that women participate fully in all unit training programs. Others believe that additional training in basic soldier skills is needed for all personnel.

A number of commands are concerned about whether policy can insure that dependents of servicemembers who are sole parents or married

AD-A055 103

DEPUTY CHIEF OF STAFF FOR PERSONNEL (ARMY) WASHINGTON D C F/G 5/9
WOMEN IN THE ARMY - RESERVE COMPONENTS (WITA-RC) REVIEW.(U)
MAR 78

UNCLASSIFIED

4 OF 4

AD
A055103



NL

END
DATE
FILMED
7-78

DDC

service couples will be cared for in the event of mobilization. The commands generally affirm that pregnancy policies are adequate, providing sufficient options to preclude adverse impact in terms of lost time, duty performance or attrition in the home station environment. Most respondents also indicate that, within the combat constraints for women, policies for assignment, utilization, advanced education/training, promotion and career development apply equally to men and women.

VI. RECOMMENDATIONS

That advertising resources and recruiting efforts place additional emphasis on utilization and enlistment of women in nontraditional roles. (See Chapters 6 and 8.)

That the Army Staff continue actions to modify BT(2) to place primary emphasis on basic soldiering skills. (See Chapter 15)

That NGB and OCAR continue actions to assure that women in the ARNG and USAR receive necessary catchup training in the basic soldier skills to bring them to the same level of training as their male counterparts. (See Chapter 14.)

That NGB and OCAR continue to participate in Department of the Army policy development concerning pregnancy, and sole parents and married service couples with dependents. (See Chapters 24 and 25.)



DEPARTMENTS OF THE ARMY AND THE AIR FORCE
NATIONAL GUARD BUREAU
WASHINGTON, D.C. 20310

Expires 24 January 1979

30 JAN 1978

NGB-ARP-E

SUBJECT: Women in the Army National Guard S: (28 February 1978)

The Adjutants General of all States, Puerto Rico, the Virgin Islands, and the District of Columbia

1. During the past several years, significant progress has been made in expanding opportunities for women in the Army, both Active and Reserve Forces. The rapid buildup and broadened scope of service opportunities have indicated a requirement for continuing review of Army policies governing training and utilization of women.
2. Under the sponsorship of the Deputy Assistant Secretary of the Army (Reserve Affairs), the Office of the Director, WAC, is coordinating a comprehensive review of the Army's policies and programs as they apply to women in the Army National Guard and the Army Reserve. To accomplish this task, a Women in the Army - Reserve Components (WITA-RC) Review Group has been established at Department of the Army staff level. The objectives of the review are to identify significant issues concerning women in the Reserve Forces and to make appropriate recommendations for their resolution. Although the review report is due by 31 March 1978, it is recognized that all of the issues cannot be resolved completely by that date.
3. It is vital that the WITA-RC Review Group have the benefit of field experience. Your personal views, as well as those of your subordinate commanders as you deem appropriate will be of great value. Any comments concerning your command's current experience with women soldiers (officers and enlisted), suggestions and recommendations with respect to Army policies governing utilization of women in the ARNG will be appreciated.
4. At Inclosure 1, is a list of the major issues being addressed by the WITA-RC Review Group, which is orienting

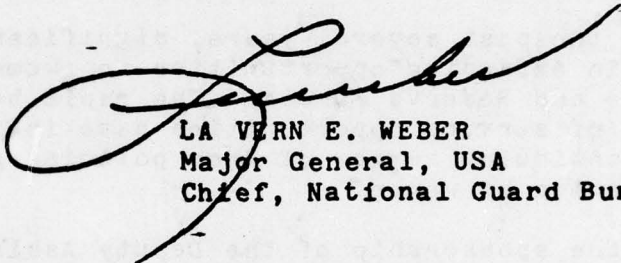
NGB-ARP-E

SUBJECT: Women in the Army National Guard (S: 28 February 1978)

both on mobilization and peacetime situations. Your headquarters may be contacted separately about some issues; any comments you may have about these ongoing actions will be welcome. Your views will assist us greatly in the establishment of policy.

5. Due to the time constraints of the review, please submit your response by 28 February 1978. Your comments should be addressed to NGB-ARP-E ATTN: Major Palincsar, Washington, DC 20310. Point of contact for the WITA-RC review is Major Palincsar, autovon 8-277-4416/6268.

1 Incl
as



LA VERN E. WEBER
Major General, USA
Chief, National Guard Bureau

DISTR: AG (2)

ISSUES BEING ADDRESSED BY WITA-RC REVIEW GROUP

1. Are the programmed strength goals for women (officer and enlisted) in the ARNG/USAR objective and realistic?
2. Are ARNG/USAR MTOE/TDA positions coded in compliance with Male/Female/Interchangeable criteria?
3. Is the methodology for establishing maximum female content of the Active Army applicable to ARNG/USAR units?
4. What is the appropriate male/female mix by MOS/specialty within ARNG/USAR TOE/TDA units?
5. Are current programs, including advertising and recruiting incentives, adequate to attract qualified women to the ARNG/USAR?
6. Does the present Reserve Component recruiter training program provide adequate product knowledge to enhance recruiting women for traditional MOS? for non-traditional MOS?
7. Is there a need for a market survey to determine women's attitudes/interest about military service, and the extent of their awareness of the opportunities to serve in ARNG/USAR enlisted or officer status?
8. Is it feasible and desirable to equalize male/female criteria for enlistment in the ARNG/USAR?
9. Is it feasible and desirable to equalize educational requirements for men and women applicants for ARNG-OCS?

27-A-1-1

Inc/ 1

10. Are prior service women enlisting in the ARNG/USAR in a number adequate to sustain a desirable prior service/non-prior service mix?
11. Are procedures and practices adequate to insure that women (and men) enlisting and serving in the ARNG/USAR are aware of their individual, contractual and statutory responsibilities?
12. Are qualified enlisted women (at ETS) and female officers (upon release from extended active duty) being given appropriate information and the opportunity to continue their military career in the ARNG/USAR?
13. What measures can/should be taken to increase the number of women officers (special branches and line) serving in ARNG/USAR troop program units? Are commissioning sources adequate to meet ARNG/USAR needs for women officer accessions?
14. Is it feasible and desirable to continue the existing WAC Resident/ Nonresident Basic Training program for women with civilian acquired skills? (two-week ADT phase/IDT phase)
15. In light of past differences in the training of men and women, what actions are required to assure that women in the ARNG/USAR receive catch-up training (weapons, tactical and field training) necessary to bring them to the same level of training as their male counterparts?
16. Do women (officer and enlisted) in the ARNG/USAR receive equitable consideration for advanced training and education?

17. Is there a need for ARNG/USAR officers who are commissioned by direct appointment to receive orientation training prior to attending Officer Basic Courses? If so, what training programs are feasible?
18. What human relations problems are associated with integrating women in the ARNG/USAR? What can/should be done to minimize them?
19. Is it feasible and desirable to provide sex education and rape prevention training for all ARNG/USAR personnel?
20. Do policies and practices provide equitable consideration of ARNG/USAR enlisted women for assignment/advancement to unit vacancies and leadership positions?
21. What significant factors account for attrition losses of women in the ARNG/USAR? What actions should be taken to enhance retention?
22. What are the significant loss patterns for female officers (AMEDD and WAC) from ARNG/USAR units and from the IRR? What actions should be taken to enhance retention?
23. Are women officers in the ARNG/USAR managed to provide equity in career development?
24. Do present Army policies concerning pregnancy have an adverse impact in the ARNG/USAR? If so, how can adverse effects be eliminated or minimized?

25. Do present policies/procedures concerning sole parents and married service couples with dependents assure proper care of minor and adult handicapped dependents in the event of mobilization?
26. Are women and men in the ARNG/USAR receiving equal treatment for assignment and utilization in their MOS/specialty? If not, what corrective action should be taken?



DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF, ARMY RESERVE
WASHINGTON, D.C. 20310

REPLY TO
ATTENTION OF:

DAAR-PE

31 JAN 1978

Dear General :

During the past several years, significant progress has been made in expanding opportunities for women in the Army, both Active and Reserve Components. The rapid build up and broadened scope of service responsibilities have indicated a requirement for continuing review of Army policies governing the training and utilization of women.

Under the sponsorship of the Deputy Assistant Secretary of the Army (Reserve Affairs), the Office of the Director, WAC, is coordinating a comprehensive review of the Army's policies and programs as they apply to women in the Army National Guard and the Army Reserve. To accomplish this task, a Women in the Army - Reserve Components (WITA-RC) Review Group has been established at Department of the Army staff level. The objectives of the review are to identify significant issues concerning women in the Reserve Components and to make appropriate recommendations for their resolution. Although the review report is due by 31 March 1978, it is recognized that all of the issues cannot be resolved completely by that date.

I consider it vital that the WITA-RC Review Group have the benefit of field experience. Therefore, I am asking for your personal views, as well as those of your subordinate commanders as you deem appropriate. I would appreciate your comments concerning your command's current experience with women soldiers (officers and enlisted), and any suggestions or recommendations with respect to Army policies governing the utilization of women in the Reserve Components.

At inclosure 1, I have provided a list of the major issues being addressed by the WITA-RC Review Group, which is orienting both on mobilization and peacetime situations. This is not a questionnaire and



27-B-1



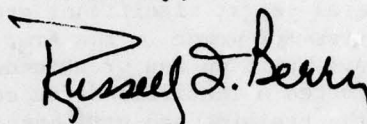
DAAR-PE

Brigadier General Thomas G. Crowe

many of the items are of interest to DA only. However, I would appreciate your comment on those issues that are germane to the MUSARCs as well as your comments on any other aspects of women in the USAR that you feel are appropriate. Your headquarters may be contacted separately about some of the issues. Your views will assist us greatly in the establishment of policy.

Due to the time constraints of the review, I would appreciate receiving your response by 28 February 1978. Your comments should be addressed to HQDA, ATTN: DAAR-PE. My point of contact for the WITA-RC review is Colonel Shirley Minge (Autovon 227-2102 or Commercial 202-697-2102).

Sincerely,



RUSSELL I. BERRY
Brigadier General, USA
Acting Chief, Army Reserve

1 Incl
as

ISSUES BEING ADDRESSED BY WITA-RC REVIEW GROUP

1. Are the programmed strength goals for women (officer and enlisted) in the Reserve Components objective and realistic? (40,000 in the USAR by FY 83).
2. Are Reserve Component MTOE/TDA positions coded in compliance with Male/Female/Interchangeable criteria?
3. Is the methodology for establishing maximum female content of the Active Army applicable to ARNG/USAR units?
4. What is the appropriate male/female mix by MOS/specialty within ARNG/USAR TOE/TDA units?
5. Are current programs, including advertising and recruiting incentives, adequate to attract qualified women to the ARNG/USAR?
6. Does the present Reserve Component recruiter training program provide adequate product knowledge to enhance recruiting women for traditional MOS? For non-traditional MOS?
7. Is there a need for a market survey to determine women's attitudes/interest about military service, and the extent of their awareness of the opportunities to serve in ARNG/USAR enlisted or officer status?
8. Is it feasible and desirable to equalize male/female criteria for enlistment in the ARNG/USAR?
9. Are procedures and practices adequate to insure that women (and men) enlisting and serving in the ARNG/USAR are aware of their individual, contractual and statutory responsibilities?
10. Are qualified enlisted women (at ETS) and female officers (upon release from extended active duty) being given appropriate information and the opportunity to continue their military career in the ARNG/USAR?
11. What measures can/should be taken to increase the number of women officers (special branches and line) serving in ARNG/USAR Troop Program Units? Are commissioning sources adequate to meet ARNG/USAR needs for women officer accessions?
12. Is it feasible and desirable to continue the existing WAC Resident/Nonresident Basic Training Program for women with civilian acquired skills? (two-week ADT phase/IDT phase).
13. In light of past differences in the training of men and women, what actions are required to assure that women in the ARNG/USAR receive catch-up training (weapons, tactical and field training) necessary to bring them to the same level of training as their male counterparts?

14. Do women (officer and enlisted) in the ARNG/USAR receive equitable consideration for advanced training and education?

15. Is there a need for ARNG/USAR officers without prior military service who are commissioned by direct appointment to receive orientation training prior to attending Officer Basic Course? If so, what training programs are feasible?

16. What human relations problems are associated with integrating women in the ARNG/USAR? What can/should be done to minimize them?

17. Is it feasible and desirable to provide sex education and rape prevention training for all ARNG/USAR personnel?

18. Do policies and practices provide equitable consideration of ARNG/USAR enlisted women for assignment/advancement to unit vacancies and leadership positions?

19. What significant factors account for attrition losses of women in the ARNG/USAR? What actions should be taken to enhance retention?

20. What are the significant loss patterns for female officers (AMEDD and WAC) from ARNG/USAR units and from the IRR? What actions should be taken to enhance retention?

21. Are women officers in the ARNG/USAR managed to provide equity in career development?

22. Do present Army policies concerning pregnancy have an adverse impact in the ARNG/USAR? If so, how can adverse effects be eliminated or minimized?

23. Do present policies/procedures concerning sole parents and married service couples with dependents assure proper care of minor and adult handicapped dependents in the event of mobilization?

24. Are women and men in the ARNG/USAR receiving equal treatment for assignment and utilization in their MOS/specialty? If not, what corrective action should be taken?

APPENDIX A

TASKING DOCUMENT

DISPOSITION FORM

For use of this form, see AR 340-13; the proponent agency is The Adjutant General's Office.

REFERENCE OR OFFICE SYMBOL

DAPE-DW

SUBJECT

Women in the Army - Reserve Components (WITA-RC)

TO SEE DISTRIBUTION

FROM DAPE-DW

DATE 23 NOV 1977 CMT 1

COL Minge/mwl/72102

1. Based upon the request of the Deputy Assistant Secretary of the Army (Reserve Affairs) (Incl 1), the Office of the Director, WAC (ODWAC) has the responsibility for coordinating a comprehensive review of policies and programs for women in the Reserve Components. The effort will encompass a review and evaluation of policies and procedures which apply to women in the Reserve Components on a personnel life cycle basis, from pre-accession to retirement. The objective is to identify significant problems/issues and to make appropriate recommendations for their resolution. Specific tasks include the following.

a. Review of strength objectives, recruitment and utilization policies to determine whether they are realistic and appropriate to provide for the number and quality of women needed by the Reserve Components. Additionally, review of utilization policies to determine whether they offer women the fullest opportunity to pursue viable, manageable careers in the Reserve Components.

b. Examination of commissioning sources, utilization, and loss patterns to determine how to obtain, manage, and retain the number of women officers needed by the Reserve Components.

2. To accomplish the foregoing tasks, an ad hoc review group will be formed. The WITA-RC Review Group will be chaired by Colonel Edith M. Hinton (ODWAC), assisted by COL Shirley J. Minge (USAR). Appropriate representation is requested from ODCSPER directorates, the Office of the Deputy Chief of Staff for Operations and Plans, the National Guard Bureau, and the Office of the Chief, Army Reserve.

3. Additional requirements for necessary support, to include augmentation of the WITA-RC Review Group, will be coordinated by ODWAC.

4. An initial planning meeting will be held Monday, 28 November 1977 at 1400 hrs, Conference Room 2E715B. Addressees are requested to provide the names of their representatives for the Review Group NLT 25 November 1977 to COL Minge, X72102.

5. Progress briefings for the Deputy Assistant Secretary of the Army (Reserve Affairs) and other interested officials will be conducted on a monthly basis or as required at critical periods during the review. Final report will be submitted to the Deputy Assistant Secretary of the Army (Reserve Affairs) on or before 31 March 1978.

FOR THE DEPUTY CHIEF OF STAFF FOR PERSONNEL:

1 Incl
as

Mary E. Clarke
MARY E. CLARKE
Brigadier General, GS
Director, Women's Army Corps

A-1

DA FORM 2496

REPLACES DD FORM 2496, EXISTING SUPPLIES OF WHICH WILL BE ISSUED AND USED UNTIL 1 FEB 68 UNLESS SOONER EXHAUSTED.

U.S. GPO: 1974-540-943/0000

DAPE-DW

SUBJECT: Women in the Army - Reserve Components (WITA-RC)

DISTRIBUTION:

DAPE-PB

DAPE-MP

DAPE-HR

DAMO

NGB

OCAR

CF:

FORSCOM (DCSPER)

DASA (RA)

DAPC



DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
WASHINGTON, D.C. 20310

9 NOV 1977

MEMORANDUM FOR: MG JOSEPH P. KINGSTON, ADCSPER ←

SUBJECT: Programs for Women in the Reserve Components

Joe:

In regard to my discussion with you and Betty Clarke, I believe we need to conduct a comprehensive review of our programs and policies for women in the Reserve Components. I am concerned as to whether our strength objectives are realistic, that necessary emphasis is given to the recruitment of women to get numbers and quality we need, and that our utilization policies are appropriate, offering women the fullest possible opportunity for viable, manageable careers.

The early identification and resolution of significant problems or issues regarding women are essential, particularly in the case of women officers in view of the small numbers in the force. I believe as a minimum we must examine carefully the commissioning sources, review the utilization of those we have, and analyze the loss patterns in order to determine how we can get, manage and retain the women officers we need.

I believe General Clarke can play a vital role helping the Reserve Components meet this challenge.

William D. Clark
Deputy Assistant Secretary
(Reserve Affairs)

CF:
MG Mohr
MG Weber



A-3



APPENDIX B

PARTICIPANTS

WITA-RC REVIEW PARTICIPANTS

OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL

Office of the Director, WAC

*BG M. E. Clarke

COL E. M. Hinton, Chairman, WITA-RC Review Group

COL S. J. Minge, USAR, Full-time Assistant (Chapters 1, 27)

Directorate of Military Personnel Management

*MG P. S. Williams, Jr.

Enlisted Division (DAPE-MPE)

*COL C. F. Briggs

LTC E. F. Estes, DAPE-MPE-SS (Chapters 4, 22)

LTC R. A. Pistone, DAPE-MPE-SS (Chapter 21)

LTC C. P. Vermilyea, DAPE-MPE-DR (Chapter 25)

MAJ K. M. Woodbury, DAPE-MPE-SS (Chapter 3)

Mr. J. A. Holdaway, DAPE-MPE-PS (Chapter 24)

MSG T. L. Ryan, DAPE-MPE-PS (Chapter 20)

Officer Division (DAPE-MPO)

LTC J. Lee, DAPE-MPO-C (Chapters 11, 16, 18, 23)

LTC W. A. Scott, DAPE-MPO-R (Chapter 17)

MAJ D. E. Dowling, DAPE-MPO-S (Chapter 13)

Recruitment and Reenlistment Division (DAPE-MPR)

MAJ D. F. Craver, DAPE-MPR-O (Chapters 6, 7, 8)

MAJ R. M. Lacheen, DAPE-MPR-P (Chapters 9, 10)

MAJ N. A. Smart, DAPE-MPR-R (Chapter 5)

Training Division (DAPE-MPT)

LTC R. E. Lanzotti, DAPE-MPT-T (Chapter 19)

MAJ G. C. Marcinkowski, DAPE-MPT-T (Chapters 12, 15)

Directorate of Human Resources Development

*COL L. A. Rossi, DAPE-HRR

Ms E. Marshall, DAPE-HRR (Chapter 26)

Directorate of Plans, Programs, and Budget

*Mr. E. W. Kahn
*COL K. D. Wall, DAPE-PBA
Mr. C. E. Bayne, DAPE-PBA-OS (Chapter 2)

OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PLANS AND OPERATIONS

LTC F. G. Magrogan, DAMO-ODU (Chapter 14)

OFFICE OF THE ADJUTANT GENERAL

Mr. C. Jagoe, DAAG-LR

NATIONAL GUARD BUREAU

*LTC J. F. Hillen, ARP-E
MAJ B. Palincsar, ARP-E

OFFICE OF THE CHIEF, ARMY RESERVE

*BG R. I. Berry
*COL K. C. Randle
MAJ M. E. Engelage, DAAR-PE

MILITARY PERSONNEL CENTER

*COL O. R. Schulz, DAPC-MSP

RESERVE COMPONENTS PERSONNEL AND ADMINISTRATION CENTER

*LTC R. G. Pickus, OEPMD
MAJ C. Lee, OPMD-C

*Steering Committee

APPENDIX C

GLOSSARY

GLOSSARY

Home Station. The National Guard Armory, the United States Army Reserve Center, or other specified place of assembly where a unit is assigned in an inactive status.

Inactive Army National Guard. Composed of federally recognized officers, warrant officers, and enlisted personnel attached to Army National Guard units. It is established to provide a means for continuing military status in the Army National Guard for those members qualified and available for duty upon mobilization but who are temporarily unable to participate in the active Army National Guard.

Individual Ready Reserve (IRR). Consists of non-unit USAR members assigned to control groups: Annual Training; Reinforcement; Mobilization Designation. These control groups provide for control and administration of reserve personnel not assigned to troop program units. (The other control groups of the IRR are not applicable to the information furnished herein.)

Mobilization Designee (MOBDES). A non-unit USAR member who is assigned to an authorized key augmentation mobilization position with an active Army organization or Staff Agency which requires premobilization experience and training.

Ready Reserve. Consists of USAR Troop Program Units and the Individual Ready Reserve (IRR).

Reserve Components (RC). The Army National Guard of the United States (ARNGUS) and the United States Army Reserve (USAR) (10 U.S.C. 261).

Troop Program Units (TPU). Units that are staffed within the organizational structure of Tables of Organization and Equipment (TOE), Modification TOE (MTOE), or Tables of Distribution and Allowances (TDA).

Table of Distribution and Allowances (TDA). A table which prescribes the organizational structure, personnel and equipment authorizations, and requirements of a military unit to perform a specific mission for which there is no appropriate table of organization and equipment.

Table of Organization and Equipment (TOE). A table which prescribes the normal mission, organizational structure and personnel and equipment requirements for a military unit, and is the basis for an authorizations document. (See Modification Table of Organization and Equipment.)

TOE Unit Categories:

Category I. Unit organized under TOE whose mission includes the seizing and holding of ground, in addition to that of destroying the enemy, and its corresponding headquarters and service companies, together with a unit whose mission includes destruction of the enemy in support of, or assistance to, the ground gaining troops by fire or other tactical support. Unit operates habitually in the forward portion of the active combat area.

Category II. Unit organized under TOE whose mission includes support and assistance of a nontactical nature to Category I units in the forward active portion of the combat area. It is found habitually forward of the Army rear boundary and is normally assigned to division, corps, or Army.

Category III. Unit organized under TOE whose mission includes service and operations in support of a combat area and the operating agencies of a communication zone. The unit is found normally in the communication zone or along the lines of communication leading thereto, to include the continental United States.

Modification Table of Organization and Equipment (MTOE). A table which prescribes in a single document the modification of a basic TOE necessary to adapt it to the needs of a specific unit or type of unit.